

TWENTY CENTS

NOVEMBER 29, 1930

# Sales Management

The Weekly Magazine for Marketing Executives



*George W. Johnson who succeeds his father, George F. Johnson,  
as president of Endicott-Johnson Corporation,  
Endicott, New York*

## Declining Prices

By Raymond Bill

How Swift & Company Build Sales  
through Dealer Helps

*"From enlarged diffusion of articles and services you cheapen costs and thereby you are a part of the dynamic force which creates higher standards of living."*

*(From President Hoover's address to the Association of National Advertisers on November 10th, 1930.)*



# When is a bargain ... NOT a Bargain?

JUST at present you and several million other people are anxious to make your money go as far as possible.

You watch prices closely; you want to be sure of your money's worth, and that is fine.

But when you look at a price—look at the name that goes with it.

An unknown name on a bottle or can or package or price tag means unknown quality.

And when the quality is unknown—you don't know whether the price is high or low.

That's one of the reasons why unknown products are not the bargains they sometimes seem.

They do not publish their quality. They seek your confidence by setting themselves up in



comparison to articles you have learned to know and trust through experience and advertising.

Sometimes their only recommendation is a low price—sometimes they are handed to you without comment in place of what you asked for—sometimes they are urged upon you as "better" than the brand you went into the store to buy—and often at a higher price.

Instinct tells you substitution is wrong—listen to your own best judgment.

Insist upon the articles you know by name—and know what you get for your money.

When a manufacturer advertises his products in your local newspaper or in

magazines, what he offers for sale is not good because it is advertised—it is advertised because it is good. The manufacturer has confidence in its quality—that's why he stakes his reputation and his profits on winning and holding your good will.

PICTORIAL REVIEW believes that unknown substitutes rarely offer quality and purity as certain as you will find in known and advertised goods.

As a great woman's magazine, reaching two and a half million homes, PICTORIAL REVIEW feels a genuine interest in seeing that the confidence of women is not abused.

In justice also to the manufacturers who offer you honest products and to the dealers who sell them, this frank discussion is published here.

**❏ Refuse substitutes; buy the advertised brand every time!**



- W** World's  
**P** Play  
**G** Ground.  
**B** Broadcasting regularly on cleared national channel.  
**R** Reaches New England and entire Atlantic Seaboard.  
**O** Overspill service area from Maine to Florida; extra strong signal on all parts of Long Island; daytime or night.  
**A** Actual coverage South Jersey, Delaware, and Upper Maryland.  
**D** Direct contact with public.  
**C** Convention Hall Studios visited by over 20,000 in past year.  
**A** Approximately 1,200 hotels in city, majority equipped for radio; twelve million visitors come to Atlantic City yearly.  
**S** Station rates nominal.  
**T** Transmitter 5,000-watts. Western Electric, piezo crystal control, 100% modulation.  
**I** Inquiries invited.  
**N** National advertisers spend vast sums yearly in Atlantic City for publicity.  
**G** Good-will can be brought by radio to countless thousands, who do not see other types of advertising.  
**C** Columbia Broadcasting System operates station.  
**O** Only broadcasting station within 60-mile radius.  
**R** Rates listed in Standard Rate and Data. Rate card mailed if requested.  
**P** Popularity of station a distinct asset.



*"KING NEPTUNE'S voice is heard exclusively thru W P G and Columbia Broadcasting System: the only station broadcasting regularly the breaking of the waves."*

When picking your broadcast media, select one that is quick to respond—an ideal proving ground—W P G

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STUDIOS LOCATED DIRECTLY ON THE FAMOUS BOARDWALK

ATLANTIC CITY

*Operated by the* COLUMBIA BROADCASTING SYSTEM

Since 1919—

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MARKETING COUNSELORS

25 WEST 45TH STREET  
NEW YORK

Preliminary Consultation  
Without Charge

# Survey of Surveys

BY WALTER MANN

### Well Done in the Lordy Digest Manner

The use of 5,797 different telephone books—books ranging from the 1,249,000 subscribers in New York City to a hand-written card listing eighteen subscribers for four cities in Virginia (a total of 11,311,391 residential telephone subscribers)—indicates that *Literary Digest* has done its usual thorough job in the 1930 edition of "The Lord of Telephone Manor," the book that provides the data by which those who believe that telephone subscribership is a measure of discernment and spending power may study their domestic markets more intelligently.

Quoting from the preface, we see that there are three main parts in this study as follows:

*Part one:* pages 19 to 513 inclusive contains (a) residence telephones and *Digest* circulation by states, counties, "cities" of 2,500 population and over, rural districts and *Digest* circulation in "towns" of 1,000 to 2,500 population; (b) home telephones and *Digest* circulation by states in geographical divisions; *Digest* circulation by population groups; (c) 683 retail shopping areas with the population, number of residence telephones and *Digest* circulation in each area.

*Part two:* pages 516 to 540 inclusive, (a) occupational analysis of *Digest* subscribers; (b) circulation by sexes, also the average number of readers per family.

*Part three:* pages 543 to 547 inclusive, (a) leading magazines as shown by several special *Digest* studies; (b) *Digest* concentration in the telephone market.

Starting with Alabama, on page 19, we find there that part of the book dealing with *Digest* circulation, population and home telephones, by counties, cities of 2,500 and over, and rural districts. For instance, the number of *Digest* subscribers and home telephones in Birmingham are quickly and easily ascertainable. A footnote tells us to see page 22 for an index to cities, of 2,500 and over, and here we find Birmingham is in Jefferson County. Figures for all cities of 2,500 and over are similarly listed under the county in which they are located.

Starting on page 306 we find a quick picture of *Digest* circulation, population and home telephones, by states, arranged in geographical divisions. Suppose, for instance, we wanted to find out what percentage of *Digest* circulation was in cities of 100,000 and over, or in cities of 10,000 to 25,000? We turn to pages 310 and 311 and find the answer.

Data on trading areas begins on page 315\*. States are arranged alphabetically, as are also trading areas in each state. Suppose now, we wish to find out the *Digest* circulation, number of home telephones and population for the Oakland, California, trading area. We turn to the state of California, where we find "Oakland" in

\*Since there are 683 territories, they are presumably J. Walter Thompson areas, although the *Digest* does not play up this fact.

alphabetical order on page 326. Underneath the boldface matter appear the counties, cities and sub-trading centers in the Oakland trading territory.

The measure of home influence of the *Digest*, the number of readers to a family, and the state distribution of circulation by sexes, are found on pages 538 to 540.

Results of the *Digest's* so-called "Thermometer Test," i.e., a New York University Bureau of Business Research survey of the indispensable, the necessary, the interesting and the mildly interesting magazines out of those read by telephone subscribers come next. How the tests were made, the comparative results of the three tests, and what the 1930 test revealed, are summarized on pages 543 to 545.

The test shows 67.8 per cent *Digest* readers traceable as telephone subscribers in their own names. All subscribers are credited as telephone subscribers only when their names appear in a telephone book at the same addresses as given on subscription mailing list. No others are considered.

The "Lord of Telephone Manor" has always been an interesting and well-done study. Today in a new pocket size, in a brave red and black jacket, it reflects the smart up-to-dateness so necessary in a magazine containing all-around news of the day in briefed form for the busy reader. Copies are available to sales and advertising executives direct from the *Literary Digest*, 354 Fourth Avenue, New York, or through this column.

### Thumbnail Reviews

*Statistical Abstract of the United States.* The fifty-second annual digest of data collected by all statistical agencies of the national Government, as well as by a considerable number of private agencies and a few states. Population, finance, communication, transportation, production and other valuable data are included. Government Printing Office, Washington, D. C. \$1.00. (876 pages.)

*Apparent Per Capita Consumption of Principal Foodstuffs in the United States, 1930.* (Domestic Commerce Series, Bulletin No. 38.) A summary and interpretation of the available data on per capita consumption of principal foodstuffs in the United States in recent years, to show important trends. Sources of data used are indicated and supplementary sources suggested. Government Printing Office, Washington, D. C. Ten cents. (Sixteen pages.)

*Yearly Standards of Performance for Department Stores.* (Michigan Business Studies, Vol. II, No. 10.) This study is a continuation of the monograph, "Monthly Standards of Performance for Department Stores: 1928-1929." The standards are for the total store and for each of fifty departments which are common to most department stores. University of Michigan, Bureau of Business Research, Ann Arbor, Michigan. (Eighty-one pages.)



# Sales Management

Publication Office:  
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New York. Phone  
Lexington 1760



Charles C. Small

WHAT has electric refrigeration done to the ice business? Charles C. Small, president, American Ice Company, has some interesting things to say in an article on page 339.

\* \* \*

LAST week one of the SALES MANAGEMENT editors interviewed the vice-president in charge of sales for a company that sells a quality line of specialties through department and specialty stores. This concern is 42 per cent (forty-two is right—not a typographical error) ahead of last year in sales volume thus far this year, and they are moving into larger quarters soon to take care of the increased business. How they've set this unusually creditable record will be outlined in one of the December issues.

\* \* \*

WATCH for an announcement, soon, of a new department which will be started in SALES MANAGEMENT the first of the year. It will be conducted by a nationally known authority, who has just signed an exclusive contract with this magazine.

\* \* \*

NEXT week: How the Eureka Vacuum Cleaner Company increased sales 100 per cent during October and November of this year over the volume for the same months of 1929.

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RAYMOND BILL, President; PHILIP SALISBURY, Vice-President and Director of Advertising; J. F. WEINTZ, C. E. LOVEJOY, Vice-Presidents; M. V. REED, Eastern Advertising Manager; R. E. SMALLWOOD, Circulation Manager; G. D. YOUNG, London Manager. Published by SALES MANAGEMENT, INC., 420 Lexington Avenue, New York; Chicago Office, 333 North Michigan Avenue; London Office, 33 Chancery Lane, W. C. 2.

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# The BIGGEST MONTH in the History of the Sun in Volume of Department Store Advertising

. . .

In October of this year The Sun published more Department Store Advertising than it or any other New York newspaper has ever published in a single month.

During this month the Department Stores bought 690,000 agate lines of advertising in The Sun. This was a gain of 25,000 lines over October, 1929, and it was 150,000 lines more than the volume of the second newspaper.

The Department Stores—shrewd, experienced buyers of advertising—have for years placed more advertising in The Sun than in any other New York newspaper. They prefer The Sun because it brings them the best results in the thing that all business men want today—direct, tangible sales. If you, too, want to maintain or increase your sales take a leaf out of the Department Stores' book—and put The Sun first on your advertising schedule.

The  Sun  
NEW YORK

*The Newspaper of Distinction in its Readers, its News and its Advertising*

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# Significant News

• • • The most positive prediction of a revival comes from W. S. Gifford, president of American Telephone & Telegraph, in an address this week to the Essex Institute in Salem, Massachusetts. He said: "As sure as I am standing here, the depression will soon pass and we are about to enter a period of prosperity the like of which no country has ever seen before."

• • • "There is an increased feeling in business circles that the country is at or near the bottom of the economic depression," says the current circular of the Guaranty Trust Company, New York, "and that some progress may be expected to appear."

• • • A survey of unemployment relief measures throughout the country shows a hopeful outlook. Many chairmen of committees express the belief that the worst will be over by the end of the year.

• • • The Kellogg Company, manufacturer of cereal foods, has adopted the six-hour day and will hereafter increase its working force by about 25 per cent.

• • • A moderate rise in steel prices is impending, according to important interests, who deny, however, that any agreement has been arrived at. Such action would be likely to have a stimulating effect.

• • • Eureka Vacuum Cleaner reports it has gone on full-time operations, production having been stepped up 50 per cent following an advertising and sales campaign started two months ago.

• • • A commodity price rally is predicted by Franklin Hobbs, director of research of the Illinois Trust Company. "It took thirteen years of price declines to readjust the commercial price fabrics of the civil war," he says. "It has taken eleven years of price declines to bring us to a base from which an upward swing is now sure." But the average price of commodities is still above the peace level.

• • • Average of commodity prices dropped last week to the lowest point of the year, the Irving Fisher index number reaching 80.8 compared with 82.2 the week before.

• • • Canada Dry Ginger Ale reports net income for the year ended September 30 of \$3,402,225, \$6.64 a share, compared with \$3,534,420, \$6.92 a share, for the preceding year. Like most distributors of food and beverages, this company has suffered little from the depression.

• • • Sales at retail last week showed no great life, but sentiment was improved and confidence is expressed in the outlook for the holiday trade.

• • • "Industries which seem to be slowly on the mend," John E. Edgerton, president of the National Association of Manufacturers, told the members of that association last week, are steel, textiles, public utilities, shoes, paper, building, beet sugar, stockyards, some specialties, railroads in some sections and automobiles.

• • • The signs of improvement were noted in reports from eighteen states: California, Colorado, Connec-

ticut, Georgia, Illinois, Indiana, Kentucky, Massachusetts, Michigan, Missouri, New York, New Jersey, Ohio, Oklahoma, Pennsylvania, Rhode Island, Utah and Washington.

• • • New England will emerge from the depression in better shape than ever, was the assurance given to the New England Council in a conference last week attended by more than a thousand business men and state officials.

• • • Further curtailment of crude oil production is urged by F. Godber, a director of Royal Dutch Oil now in this country, if the petroleum industry is to avoid continuous depression involving the ruin of a great many producers.

• • • Good buying of shoes is reported by Ward Melville, president of Melville Shoe, the country's largest retail shoe distributor. He ascribes this to the cut in prices started on November 1 which brought the level down to the lowest since the World War.

• • • The Supreme Court decision against the motion picture producers contains no new interpretation of the Sherman act. The court remains of the opinion that the law forbids trade agreements which cut off competition.

• • • Chain store development in the south has been relatively slow, according to Albert H. Morrill, president of the National Chain Store Association, because the south has long been mainly agricultural. In that part of the country, he says, only 8.75 per cent of the grocery stores are in chains, whereas in the whole country the chain percentage is 14.3 per cent. With industrialization of the south he predicts there will come a rapid gain in chain store business. The chains, it is true, are thickest in the industrial centers of the country.

• • • Lucky Strike sales in October are reported by American Tobacco to have increased over those of October, 1929, by 504,725,000, while all cigarettes withdrawn from warehouses in that month fell off by 255,164,000. Which manufacturer took the loss?

• • • Tobacco stocks of one kind or another accounted for considerably more than a third of the estate left by the late Thomas Fortune Ryan, according to the schedules recently published. Of the total, amounting in value to \$121,000,000, tobacco securities made up the sum of \$36,655,986. All of the big competing cigarette brands were represented.

• • • Four large companies that finance instalment buying report outstanding retail notes on June 30 amounting to \$528,040,000, of which \$1,616,000, or 0.31 per cent, were then thirty or sixty days past due. In the corresponding period last year the amount outstanding was \$539,575,000, of which \$1,094,000 was past due. (An editorial note published elsewhere in this issue discusses this subject.)

• • • Montgomery Ward sales in the last quarter are fulfilling earlier promises, Silas Strawn, chairman of the board, said on his way to Europe last week. "We are beginning to feel a change in the public apathy toward buying," he added.

Photo by Ewing Galloway



"We must develop new industries . . . which insure immediate wide scale employment."

# Declining Prices

BY RAYMOND BILL

AS social and industrial interdependence becomes more and more important not only to those of us who dwell in America but to the people of the entire world, it becomes increasingly difficult to make economic appraisals and forecasts not only for the world, not only for the United States, but for even a single line of industry. Nevertheless, interdependence keeps spreading and increasing its potency of influence on our individual and collective affairs in an ever more tangible manner, thereby forcing us to resolve and diagnose its causes and effects.

Declining prices and industrial profits is indeed a subject of magnitude. Economic solutions today bear so extensively on the existence—let alone the prosperity—of so many millions of human beings that one cannot approach this discussion without a feeling of deep reverence and responsibility.

Perhaps the causes of price declines to be cited are incomplete and certainly they are in themselves overlapping and in some cases duplicating. But at least they supply an opportunity to endeavor to segregate those causes of declining prices which apparently affect prosperity adversely from those which affect prosperity favorably. Moreover, with this analysis completed, we are in a position to discuss possible remedies for the demoralizing factors in

price declines. Let us review, then, the causes of declining prices with a view to seeking remedies on the one hand and accelerators on the other.

*Post War Deflation:* An inevitable consequence of war, remediable by the unthinkable application of more war. Actually and however painful the process, war puts prices on a hollow and profiteer basis, whereas post war deflation represents the economic factors of normal times working for a return to normal price levels. The movement is therefore essentially sound, as is also the result. The painful part must be reckoned as part of the inescapable cost of war—a fact which should further inspire us to employ every possible means of averting it.

*Over-Production:* Always has an adverse effect on price declines and always must be, to a large extent, self-corrective. Inventory statistics in the manufacturing, wholesaling, and retailing divisions; hand-to-mouth buying; able research on potential markets; cooperative competition; statistical computations by trade associations and business papers—all these are going a long way toward putting production, in this country at least, on an ever saner and more stabilized basis insofar as the regulation of production to actual demand is concerned. While

these solutions can never be absolute, the progress already made indicates the wisdom of giving them constant emphasis.

*Loss of Markets* through natural causes affects prices adversely but generally on a gradual rather than precipitate basis. The remedy lies in foresight which enables a company to change the nature of its business on an evolutionary policy, before lost markets wreak too much havoc. Scientific market research can, of course, serve as the tangible foundation for developing necessary foresight, therefore the remedy in this case can be put largely on a practical basis as distinguished from a fatalistic one.

*Too Much Capital* certainly affects the price situation adversely. In a relatively short space of time, this evil corrects itself, though the results of too much capital are devastating because of the shrinkage in capital invested which must always follow its wasteful use. The danger from this source is indeed great during an inflation period, but conversely extremely small in periods of depression except in the case of those companies with large surpluses whose policies are governed by men who are ruled by pride and ego far more than by common sense or by the right of reasonable profits and the laws of economic inter-



dependence. Bankers, whether commercial or underwriting, are now extremely cautious about looking into the purposes for which new capital will be used and the private and institutional investors in securities not only grow wary in times of economic depression, but to a large extent are without the wherewithal to supply new capital in dangerously large quantities. Under existing conditions, bankers' scrutiny in matters of inventory, collections, profits, etc., also goes a long way toward guarding against supplying too much capital, and the company executives, including boards of directors, have grown too fearful of possible loss of capital and even of insolvency to leave much room for current fear of too much capital being an upheaving factor at the present time.

### Effect of Liquidation

*Liquidation* is certainly a most serious factor in the present situation. Much of the affect on prices from this source is over the dam, though some is still to come. Liquidation primarily attributable to faulty management cannot be avoided except by replacing management, a shift which bankers, directors and stockholders should be very much on the alert to make when circumstances warrant.

Research in product design and in many other directions can prove a powerful force in insuring individual business against sudden and forced liquidation. It can, to quite an extent, take the gamble out of planning for the future. The contributions of research engineering to production and distribution efficiency have already been monumental, but today, successful sales management takes precedent in importance over small fractional gains in production efficiency. No longer can things be jammed down the public's throat on any basis, even including murderously low prices. "The public be damned" is extinct—today the public must be supplied with *what it wants*—again a great opportunity for research.

*Expanding Markets:* This is a favorable factor in the economic situation because whenever it reduces prices through substantially widened fields of consumption, the reductions in production costs thereby made possible mean still wider markets *but with an increase in employment*. Research can perform a heroic service at this stage of our economic history by revealing new markets for old products and new products for old markets.

*Management Efficiency:* Any decrease in prices made possible by competency of management is a favorable

symptom, provided only and always that profits and wages are not ruthlessly sacrificed for the sake of lower prices. There is no virtue, from the standpoint of our national welfare, in the theory or practice of profitless sales. That much has been amply demonstrated in the last eighteen months.

*Deflation of Security Values:* The worst is undoubtedly over, but the worst has been "plenty" bad; not only in actual losses sustained, but also in the state of mind which prevails in business. It is unfortunate, but inevitable, that the pendulum should swing too far on the down side before the upward move starts in earnest, just as it is unfortunate that inflation and speculation should carry security prices and sales volumes way too high before the downward movement sets in. The theory of short selling is that it safeguards us against excessive inflation; the practice is that it does no such thing, but on the contrary drives prices lower when they have reached already starvation lows. No wonder there is so much agitation for the abolition not of short selling but of the abuses which often are the companion to short selling.

### Some Speculation Necessary

Business always needs a reasonable volume of courageous speculation—in fact, there is no way of avoiding it. Moreover, the rewards of successful speculation should, and always will, be larger than investment returns, for this is no more than proper compensation for the greater risk and for the greater losses which must be absorbed in a certain percentage of all speculative opportunities. But for any one to go whole hog on the theory of getting rich through concentration on speculative ventures is nothing short of accepting the principle that it is wiser to be a gambler of the roulette-playing type than to be a business man. For bankers, brokers, or commercial business leaders who aspire to the good will and reputation which comes only of offering good advice to spread belief in any other doctrine is little short of suicide. The public and business must be honestly and competently advised or the greatest of names hurled into disgrace. Events of the last twelve months have made all this more than clear and the trend in security selling and security buying is now definitely toward the older and better proved principle of buying bonds for lowest yield, preferred stocks for a non-speculative but relatively higher yield, and common stocks for highest yields and speculative opportunities.

The plain unvarnished truth is that

business has never suffered more than a fraction as much from bear raiding as it has from bullish propaganda, greed, blindness and, yes, bullish insanity. The fact that the bears are now sitting on top is proof positive that we are on the verge of a beginning of sound prosperity which is always far removed when bulls and paper profits, not to mention "intellectual immorality," are still the order of the day.

### Most Serious Cause

*Destructive Competition:* Here is the most serious cloud on the whole business horizon. In far too many lines of endeavor, cooperative and constructive effort have given way to downright dog fighting on the basis of survival of the fittest. The equanimity with which this status is being widely accepted by even the industrial giants is indeed alarming, for America cannot as a country long stand the gaff of profitless sales, followed by reductions in the rate of pay and amount of dividends. The whole theory of squeezing out profits is fallacious—and its practice on a growing scale can only lead to further economic depression. Most mergers of today represent unions of the relatively strong with the relatively weak. Such unions with partial or complete failures do not necessarily assure improvement, because concentration of industry can often lead to more ruthless competition between the remaining giants than ever existed before such concentration. We have all seen officers and directors of companies—men whose total stock ownership in the concern whose affairs they are completely directing is but a pittance of the total outstanding stock—throw aside the principle of making profits for the egotistic hope of stifling competition. We have seen the boomerang effects of such cowardice and such greed or, if we choose to be more charitable, such dumbness. And we know that the real hardship of such imbecility falls on labor and on stockholders instead of on the management that is primarily accountable.

But why go on? We are all infinitely more interested in solutions than in accusations. What can be done to avoid the terrific consequences of destructive competition. Here are a few of the many possible suggestions. Managements skilled only in financial and production matters should be replaced by or augmented with experienced men who have established their ability in merchandising. When bankers yield considerable influence, they should hold out for prices representative of fair profit. Sales strategy in all lines should be switched to factors of quality, style, reliability, endur-

ance and other factors of performance, where competition will be put on the basis of brains instead of exclusively on a cut-throat price basis which we know beforehand must wind up in the spreading of bankruptcy or more forced mergers.

Despite laws affecting restraint of trade, there have always been gentlemen's agreements which accomplish insurance against many forms of destructive competition. We need more of these under present conditions—more absolutely cooperative competition between big concerns in the same industry and between big concerns and small concerns in the same industry. In fact, there must be more cooperation and less endeavor at annihilation. The spirit of "live and let live" is now more in order than the Napoleonic ambitions of single individuals and corporations for wealth of power gained or at least sought through destructive competition.

### Cooperation Not Monopoly

The governing motive in all our legislation against agreements within industry has been to protect the public against abusive monopolies and profiteering. Cooperation of the type proposed leads to neither. It meets every moral and ethical test and it is inconceivable that any government would interfere with cooperation in industry which aims at the preservation of employment at existing wage scales and the maintenance of no more than fair profits. After all, government itself must cease to exist when prosperity is replaced with economic doldrums, whether government was in any way responsible or not. The truth of this contention is being tested in South America, Europe, Asia and even so close as Cuba.

*Manipulation and Speculation:* The elimination of speculation should not be our end, but rather, through the process of education, control of the volume of speculation within rational limits. There must be a reasonable amount of speculation to foster progress and there must always be martyrs who will sacrifice their hard-earned dollars in the cause of progress. But with anything like sound leadership, we don't need any more Florida land booms or investment trust promotions of the type so illy conceived and executed in 1929.

As for business and governmental "rackets," the answer lies for the most in the press adopting a fearless attitude of exposé with the hope that courageous men of real integrity can be drawn in greater numbers into American politics.

*Pessimism:* All of us could write

books on this subject. The chief objection to this powerful factor in the business sphere is its futility. Retreat, inertia, yellow streak, increased losses, and suicide, are among the stepchildren of pessimism. None of us can lose sympathy with the man who is pessimistic while rueing terrific losses, but we can all constantly reiterate the utter hopelessness of a pessimistic attitude and, conversely, the rewards of courage and optimism.

*Loss Leaders:* This activity really constitutes one of the sub-topics coming under destructive competition. Practical measures should be worked out by manufacturers, jobbers, merchants and bankers to curb the rapid spread of what will most surely become a serious economic disease if carried to much greater lengths.

### A Production Problem

*Defective Merchandise:* The solutions are obviously of a strictly practical engineering nature. Why some manufacturers do not test their products properly before launching into quantity production is hard to understand.

*Declining Prices of Materials Used:* Where recessions in commodity prices reflect normal deflation, the trend is sound and savings made possible should be passed on to the consumer as rapidly as possible, almost immediately, since hand-to-mouth buying has become an established practice of modern day business.

When declining prices reflect manipulation or actual distress for the producers, companies buying should hesitate to take drastic advantage of helpless sources of supply. To pay prices which do not assure living wages is not good business. It impedes prosperity and through decreasing purchasing power sooner or later comes back to plague those who practice the squeeze play in their buying. Our modern interdependence on each other makes cruel buying a social crime. That fact should be spread far and wide, until it is accepted and practiced as part of the creed of good business.

*Elimination of Relatively Small Business:* At the present time, the business paper editors are engaged in a cooperative research to determine the place of relatively small business in American industry. As a member of the committee engaged in this work, I should prefer to withhold any extended discussion until the committee findings are officially reported. Meanwhile, I will, however, venture a personal prediction that so-called big business is rapidly approaching the point where it will have to look upon small business not as something to be

scorned, absorbed or driven out, but as an institution in American business and social life which should be cherished and preserved. This attitude will be founded partly on political strategy to avoid the invasion of state socialism into big business and political racketeering at the expense of big business and partly on maintaining employment and purchasing power, in other words, for the preservation of consuming markets. There will also be the more altruistic motive of wanting to preserve the distinctive American social conception of an equal opportunity for all. You see, efficiency, concentration, and mechanization can progress to a point where they defeat their own ends—not only in volume of employment but also in standard of living. Industrial and financial leaders will do well to study deeper into the long time economic aspects of too much concentration of industry and capital. Our present ideas on the respective limitations of big business and of small business are not altogether intelligent. They have grown too much out of bookkeeping and too little out of an understanding of the basic economic and human equations involved.

### Insuring Employment

I have now reviewed the principal causes of declining prices as I see them. At this point, I should like to stress the vital importance of devising flexible ways and means of solving the slack in employment because of overproduction of farm commodities and manufactured merchandise and also because of progressive mechanization of industry. Our existing machinery for meeting this common responsibility is indeed inadequate. We must know more about what kind of labor is completely or partially out of a job—we must also know when and where. On the other side, we must develop new industries and we must hasten the process by which capital is made available for those purposes which insure immediate wide scale employment.

There is no general justification for pessimism or marking time—our present volume of activities and profits therefrom are so vastly greater than we formerly dared dream, that it is impossible for any intelligent man endowed with what we vulgarly refer to as "guts" to feel otherwise than optimistic. But there is much need of more intelligent thinking and more courageous acting on the part of business men and bankers. We must attain better understanding of the problems of business as a whole, because right now our future depends much more on co-

(Continued on page 359)



# Who Said the Ice Business Is Slipping?

As told to Lawrence M. Hughes

BY CHARLES C. SMALL

*President, American Ice Company, New York*

THE fact that mechanical refrigeration has come to stay does not imply that the ice industry is dead or even waning. In the field of food preservation there is room for both, and both are making progress.

In the face of the rapid and aggressive expansion of mechanical refrigerator companies in the last decade, the ice industry has increased the consumption of its product 15 per cent. Sixty-four million tons—1,000 pounds for every person in the country—are now being sold annually. American Ice Company and its subsidiaries sold more than 3,000,000 tons for the first time last year. Already we have bettered last year's mark by 44,000 tons. Since 1927 we have increased our volume 200,000 tons. We see no reason why this rate of progress should not continue.

Mechanical refrigeration has found its place in the scheme of things. Among a number of apartment dwellers and more prosperous home owners, who need and can afford year 'round refrigeration, these companies have found a large market. They have filled a definite requirement with a dependable product.

But all America does not feel the need of year-round refrigeration—nor can all America afford it. More than half of our people, in fact, do not now have food-preservation equipment of any type. There are still only 2,500,000 mechanical refrigerators in the country. Of the 50,000,000 who now have refrigerators, the great majority must use ice.

The American Ice Company, however, has not been content merely to recognize that most of our customers and prospects must continue to use ice,

and to continue plugging along the old lines. We have learned something from this new competition. If mechanical refrigeration is not directly competitive, we are endeavoring, nevertheless, not merely to hold what business we have but to develop new. Whatever success we may have had has been because of our ability to adapt ourselves to every new condition and to meet each new problem as it has arisen.

First of all, we have endeavored further to improve our product. That meant the development of clearer, purer ice—ice so produced with such scientific precision that it appears as "solid" water; ice, in other words, that looks wholesome in the refrigerator, surrounded by food, and even better in a cocktail glass. This clarity is one advantage which ice produced in large modern plants will always have.

We are also improving our plants and adding to their number—placing them closer to the markets they serve; and at the same time, through improved methods, we are cutting down on our production and distribution costs. In this connection it is interesting to note that while our gross business increased 65 per cent in the decade ending last year, our net income, because of more efficient pro-



"Can I have a lock of your hair, Joe, to remember you by?"—The New Yorker.

duction and distribution, has almost doubled.

The problem of sales is closely allied with that of distribution. The appearance and dependability of our trucks, the appearance and conduct of our drivers, the punctuality with which their deliveries are made—these and other factors of "service" have been important in enabling us to expand.

In the "peak" period of the summer, we operate about 2,000 vehicles. Some 1,640 of these continue the year 'round. (Incidentally, the growth of our business has induced us to add 142 vehicles in the last year.) A year or two ago we substituted trucks for all our horse-drawn vehicles. We also put all our drivers in uniform.

An important factor in our ability to serve the public is the recent establishment of emergency delivery stations. These supply ice service for mechanical refrigerator systems that may break down. They meet emergency needs of hotels and clubs and other organizations when severely hot weather suddenly depletes their supply of ice. We are also filling various incidental calls. Last week a prominent New Yorker was dying of pneumonia. We were asked in the middle of the night to supply 900  
(Continued on page 358)

# How Swift & Company Build Sales through Dealer Helps

"THE *Saturday Evening Post* of March 11, 1899, carried the first advertisement of Swift's Premium Ham and Bacon," according to the Swift & Company Year Book for 1930. "During that year the *Post* carried the advertisements of only two other food concerns whose products are still being advertised in national publications. When national advertising of foods was in its infancy Swift & Company adopted a policy of nation-wide advertising to which it has adhered for over thirty years.

"Recognized brands in foodstuffs were few. Swift & Company made its brands widely known to the consumers of the country. Month after month and year after year, Swift brands were advertised in national and local publications."

It was probably soon after that first Swift advertisement appeared that this pioneer advertiser of "identifiable" food products introduced another innovation to popularize its brands; it employed a window trimmer to install displays for dealers. At any rate, the man now in charge of this service joined the company in February, 1900, as a window trimmer, succeeding the first man employed in such capacity.

## Display Service Paramount

Advertisements of Swift & Company's branded products have experienced an enormous increase in circulation during the past thirty years. Important progress has been made also in the preparation of copy and in mechanical reproduction. But in none of these respects have other forms of advertising outstripped this company's retail store display service. During all these years the management has looked upon the retail store window as an advertising medium comparable with newspapers and magazines. The window display ties up with the national advertising, identifies the dealer, and attracts customers into the store; the interior display reminds consumers of the existence of and the need for the product at the very time when it is most convenient for them to purchase it.

The retail store display department

Details of the nation-wide plan through which one of the leading meat packers wins a large number of store window and interior displays, and does so at an economical cost, are explained in this article.

of 1900, which employed one window trimmer and a horse and wagon, has grown until it now employs a large group of trained display men. These men devote their entire time to installing displays for dealers in and near large cities where the company has branch houses, and their work is supplemented by several hundred car route salesmen who call on dealers in the smaller cities and towns, all trained to install displays for their dealers. Any one of the more than 3,000 Swift & Company salesmen is supposed to be capable of setting up an attractive display.

In the retail store display department at the home office in Chicago are four window sets used for making up model displays and for training salesmen how to arrange them. Classes of salesmen are given instruction by a trained window trimmer who arranges a display, tells them what he is doing, why and how he does it, then tears it out and supervises them as they try to reproduce the display. The four windows are devoted to the company's principally advertised products, Premium ham and bacon, Brookfield sausage, Silverleaf lard, and Brookfield produce.

The few simple display materials used in 1900 have been increased in number and improved in quality until they now number more than 100 different helps and include almost every known type of window and interior display material, of the best quality obtainable.

Materials carried regularly in stock include cut-outs, easels, streamers, strips, banners, hangers, posters, cartons, dummy cartons, blackboards, metal signs, license frames, transparencies, decalcomanias, cloth banners, display cards, price cards, standard outdoor posters, complete window trims for certain products, and other helps.

In addition, this department handles booklets, folders and novelties; recipe books and folders distributed at special demonstrations and sales (a separate collection of recipes for each product); and the millions of soap coupons the company distributed from house-to-house each year.

The quality of the materials is the best obtainable, because, as an executive pointed out, it would be false economy to purchase display materials of mediocre quality. Because they advertise food products, they must above all be attractive and fresh in appearance and the color must be realistic. A color card of some other product used for some time and slightly faded may still be a good advertisement because the change of color is not recognizable to the average passerby, but everyone is familiar with the natural color of ham, for example, and if the advertisement has changed color, its efficacy is impaired.

Some stores are likely to be cold and damp and this often causes display cards, cut-outs, easels and similar pieces to warp or curl and also affects the inks unless they are "fast." On the other hand, such materials are likely to be displayed in a window where they will be affected by hot sunshine which would fade the inks and perhaps cause the pieces to warp.

Advertising materials are purchased in large quantities, of course, and all are furnished to dealers without charge, but care is exercised to prevent waste and to see that they are made to produce sales.

When the average advertiser makes up his list for a national campaign he selects his magazines and newspapers with great care. Then, rather as an after-thought, he orders a quantity of so-called dealer helps and sends them with his shipment, hoping they will be used.



BY  
D. G. BAIRD

Swifts regard windows and counters as a primary advertising medium. Hence they make the most of their opportunities to utilize these spaces to effective display advantage.



Not so Swift & Company. Dealer helps are selected and distributed with care. A dealer may call up his local branch and ask for certain helps and they will be sent out to him promptly, but only in reasonable quantity. The rather common desire of the dealer to plaster his whole store with advertising matter is discouraged, not merely to prevent waste, but for the sake of better displays.

When a dealer places an order he may ask for display material or the salesman may suggest it. Salesmen are instructed to inspect displays in every store to see that Swift products are featured and that display material is in good condition and properly arranged. Salesmen also carry reprints of the company's advertisements to post in dealers' stores. They are strictly forbidden to move a competitor's advertising material.

Again, a dealer may call up his local branch and ask a window trimmer to install a display for him. He can't have a special trim every week, of course, but he isn't likely to expect that, anyway.

Local newspaper campaigns on cer-

tain products are promoted from time to time. In preparation for such a campaign, the manager of a large branch usually calls in his salesmen, and plans are discussed. One feature of these campaigns always is special window displays installed in key dealers' stores.

Another regular feature is salesmen's demonstrations to promote special sales in dealers' stores on Saturdays. Again special displays, both window and interior, are arranged. Credit for such promotional work is given all salesmen each month in *The Buzzer*, a magazine for Swift employees, which conducts a department in which salesmen who hold displays and sales are listed and photographs of some of the displays are reproduced. Those who held more than one in the past month are listed in capital letters. A current issue lists over 1,000 salesmen who held such displays and sales and about half the names are in capital letters.

Car route salesmen work alone in their territories. Swift & Company has about 450 branch houses, but to reach smaller cities and towns at a

distance from any branch, it has over 700 car routes, serving some 7,000 such points. The car salesman covers this route, taking orders, and shipments are made one to three days a week, to be unloaded by draymen as the train goes along. Shipments are loaded in the refrigerator cars in station order, of course. It is interesting to know, in passing, that orders are accepted for these cars up until 9:15 in the morning of the day when the car leaves at noon.

Car route salesmen also see that dealers are supplied with advertising and display material, arrange displays and regularly hold displays and sales.

Swift provides dealer helps that are helpful, then it makes sure that they are given an opportunity to be helpful by seeing they are used. It is doubtful whether one could find a Swift dealer who does not display some of the company's advertising material.

This article began with a quotation from the Swift & Company Year Book for 1930; it might well end with a single sentence from the same source: "Contrast the modern grocery or meat market with its nationally known, nationally accepted brands with the store of thirty years ago!"

### 8-Page Ad for Majestic

An eight-page color advertisement of the new Majestic refrigerator of the Grigsby-Grunow Company, Chicago, appeared in the December issue of *Good Housekeeping*. The copy was prepared after consulting 10,000 women and 8,000 men in every state. Newspaper advertisements of the company advise prospects to get the December issue of *Good Housekeeping* for complete description of the new Majestic refrigerator and radio. The refrigerator has passed the tests of Good Housekeeping Institute.

# Style Plays Fairy Godmother to Another Drab Utility Line

BY GEORGE E. McLEAN

*Secretary and General Sales Manager, Andrew McLean Company  
New York City*

UNTIL this year we had accepted the high mortality rate among designs in our line of oilcloths and other coated fabrics as one of those perennial sales problems for which there seemed to be no cure. We knew, from experience, that 50 to 60 per cent of our designs would never reach large-volume sales.

Some months ago, however, we began to study the possibilities of styling our fabrics in line with the trend toward better styling which has become so marked in many other lines sold for home use. Oilcloths had always been, primarily, utility products. Why not make them more decorative? Why not style them to harmonize, to better advantage, with the improved designs

late to do anything about a design that did not click with the buyers.

The new line was styled in a different way. The designer surveyed the department store buyers and studied the market. Then, on the basis of selling designs, predominant colors and colors growing in popularity, he made up sample designs. A certain percentage of the new line was inspired by foreign designs, though modified to suit our markets. To check his own judgment, he discussed these with department store buyers. In some cases certain designs were

our sample books for one year's output were inartistic and paper bound. The new catalogues are dignified, beautiful, looseleaf books, bound handsomely in imitation leather, and designed to create a favorable impression on buyers even before the cover is opened and, strangely enough, less costly than the old method.

This new looseleaf sample book is modernistic in cover design, red, gold and black. Each copy is personally inscribed to the buyer in handsome Old English lettering. The book is imposing in size, with a length of fifteen and a half inches and a height of ten inches. The contents are classified under these tabs: table, shelf, monotones, covers, scarfs, tapestrene, economy (a narrower line) and dealer helps. As new designs are issued, they are substituted by page number in the proper place in the looseleaf book.

Because the new sample book is looseleaf, the Andrew McLean Company will keep its line ever fresh, issuing new designs every six weeks or so, recalling on a three months' notice any designs that may have failed to sell in volume. This practice will protect the retailer, and make the McLean selling job a year-around one rather than the seasonal one it was when designs were issued once a year. A smaller sized paper-bound book has been made up for department stores, containing the store's selection of designs. If a wholesaler does not carry the complete line, he can make up these smaller books for his salesmen.

The samples are not pasted on sheets as in the large sample book, but are printed, serving the same purpose at a much lesser cost.

This new sample catalog consolidates all the possible uses for oilcloth (some 208) for the first time. The wholesaler can thus see his market widened with a prospect list covering seven or eight industries to stimulate his efforts beyond the department and dry goods store.

Before they styled their line of oilcloths and coated fabrics in line with modern trends, more than half the designs the Andrew McLean Company put on the market failed to reach big-volume sales. Indications are that the new policy will cut down the number of slow movers to less than 10 per cent.

in kitchenware, pantry equipment, linoleums, and other products with which they appeared? And, finally, why not adapt to our own use the ensemble selling principle used with such marked success in other fields?

There emerged, this fall, as a result of these studies, an almost complete new line of yard goods, shelving cloths, luncheon cloths, scarfs, and other items—new in color, up-to-date in design, fresh in sales appeal—which buyers have received so favorably that we know our change of policy will prove profitable. Preliminary trade reactions indicate the percentage of "dud" designs in the line will be pulled down to about 10 per cent.

Before the advent of the newly styled line, new designs were selected on the basis of the judgment of several executives. The new designs were thus chosen hit-or-miss and the accuracy of the guess was proven only after they had been out for some time, too

so appealing to them that they ordered large volumes. But, aside from this unintentional selling job, the designer in his research contacts paved the way for sales when the new line was out.

Ensemble styling was also introduced for the first time. Now the retailer can sell a style idea when he sells oilcloth. Shelving, yardage, luncheon cloths and scarfs adapt the same pattern. Incidentally, the McLean company was the first oilcloth concern to give its line the added sales appeal of the ensemble.

The solid color oilcloths follow the same hues as those with designs, so that they, too, can fit into the ensemble. That stores take to the ensemble idea is stressed by the success of the ensemble display at Macy's, New York, and Bamberger's, Newark.

Correlatively important with the new designs was the improved plan of presentation we worked out to take our sales story to buyers. Formerly





*In line with the restyling of its product the McLean company is presenting its sales story in handsomely bound loose-leaf catalogues.*

Besides these accomplishments, which serve to increase sales of any oilcloth, the Andrew McLean Company is capitalizing its advantage in several ways. The new line has opened up accounts thought almost impossible to sell. When the sample book was sent to one such buyer with the suggestion that he select from the designs, the buyer said, "It is impossible to select, I want all the designs."

The sample book offers window and counter display suggestions and material. To help wholesalers do an intelligent job of selling all the uses of oilcloth, the Andrew McLean Company is issuing a series of booklets giving full information on oilcloth uses by different industries.

A trade advertising campaign is stressing the Victor trade-mark and the new sample book.

#### Screen Advertisers to Meet

The first national conference on motion pictures as an advertising medium will be held at the Hotel Roosevelt, New York, January 28-30, under the auspices of the Screen Advertisers' Association, the Motion Picture Department of the Advertising Federation of America. Producers and exhibitors of motion picture advertising, advertising agencies and advertisers will participate.

A "British Industries Fair," in the form of a 13,300-pound ship, will sail from London early next spring on a tour of South American ports. It will be known as the S.S. *British Exhibitor*.

## Bankers Association Launches Campaign for Savings Accounts

"To popularize the savings account in banks and thereby offset with new deposits withdrawals of money which naturally will be needed in business as soon as conditions move toward a normal basis," the savings bank division of the American Bankers' Association, New York, is sponsoring a national advertising program in which newspapers will be the principal medium and posters and direct mail also will be employed.

The association will prepare material for use by members, but the individual banks will buy their own space in media.

The first feature of the plan consists of seventy-two newspaper advertisements. These have been divided into three sets of twenty-six each, allowing for a change of copy every two weeks throughout the year and also making it possible to accommodate more than one bank in a community without duplication of copy.

The campaign also provides posters to be placed in the participating banks, plans for employe business-getting contests, new savings accounts for minors, new instalment savings accounts, printed material, monthly news bulletins and radio talks, all un-

der close supervision of a committee appointed by A. C. Robinson, president of the savings bank division.

W. R. Morehouse, vice-president of Security-First National Bank, Los Angeles, is chairman of the committee, which comprises Clinton F. Berry, Union Guardian Trust Company, Detroit; Guy W. Cooke, First National Bank, Chicago; E. Herman Ernst, Fordham Savings Bank, New York; Alfred H. Hastings, Springfield Institution for Savings, Springfield Massachusetts; J. V. Holdam, First National Bank, Chattanooga; F. R. Kerman, Bank of America N. T. S. A., San Francisco; Don Knowlton, Union Trust Company, Cleveland, and J. A. Price, Peoples-Pittsburgh Trust Company, Pittsburgh.

Of the 1,600 savings banks in the country, some 1,450 are members of the savings bank division of the association. Nearly 5,000 general banks with savings departments are also members.

#### Truscon Expands on Coast

Truscon Steel Company, Youngstown, has taken over the Genfire Steel Company, Los Angeles, and will operate it as a Pacific Coast division, under H. B. Miller, vice-president.



# Sherwood Combines a Laugh with a Lesson in Cartoon Mailings

BY JAMES TRUE

**I**F any manufacturer could train all of his dealers' sales people to present his goods intelligently to consumers there is no doubt that his business would soon show an amazing gain. But academic methods and courses of training are effective only with the best classes of sales people, usually, and even then to a limited degree. The work grows more difficult as the intelligence and ability of the retail clerk diminishes and his remuneration decreases. However, according to a specialist who has been successful in the field, a method can be found to improve the work of every clerk who has intelligence enough to stand behind a counter, make change, and wrap up goods customers select. While the majority may not be amenable to direct instruction it will profit by indirect teaching. Although many of them will ignore and even resent instruction about what they should or must say and do, they will emulate what someone else has said and done, if the incident is presented in a manner that interests them.

According to the same authority, the



*"Customers like to get good measure, so put plenty of gas and oil on their change. It helps them remember our products."*

greatest fault of retail sales people is a lack of interest. Substitute interest for its lack, and you have put the individual on the way to improvement in his or her work, for the reason that ignorance and carelessness, the greatest handicaps to selling, are mainly the result of an absence of interest.



*"It's all right to give customers extra service, but don't be too free about putting grease on the steering wheel—it costs money."*

"The first step, therefore," this authority said, "is to do or say something that will develop interest. Regardless of how ignorant a clerk may be, interest in his work can be implanted and stimulated in his mind if a key-idea can be found. This idea may appeal to his latent ambition, his pride, or even his sense of humor. It is the axis around which the clerk must think about his work, and after he has thought about an idea that he has grown to like he will be willing to accept and digest more ideas of the kind.

"Second in importance to a key-idea is the manner of its presentation. Many a good idea has failed of acceptance because it failed to carry the proper sugar-coating. An idea may be driven home by relating it as an experience, or by presenting it some



*"Don't put yourself out for customers. It makes them feel at home to wait on themselves."*

other way as dramatically as possible, or by means of irony, or humor, or illustration. The main purpose is to encourage sales people to think."

If there is anything in this theory, and there appears to be a great deal, the Sherwood Oil Company has adopted a simple educational method that offers some valuable suggestions to manufacturers in many lines. This company manufactures Betholine and Richfield gasoline and lubricating oils, and distributes its products largely through its own service stations in the Baltimore territory. It has been successful in a highly competitive field; but, like its large rivals and manufacturers in other lines, it has found one of its most serious problems to be the presentation of its products to its final customers.


Sherwood service men are above the average, and they are fairly good salesmen. They are carefully selected, thoroughly instructed, and are well paid. Probably not one of the several hundred employed would intentionally offend a customer or do anything detrimental to the interests of the company. But they sometimes forget, grow careless, and fail to take an interest in their work.

After doing everything he could think of to improve the work of the men, the Sherwood sales manager mentioned the problem to the company's advertising agency. The agency detailed a man to investigate and report. This man studied the service at a number of stations, and then inquired of a good many automobile owners as to what they thought of the Sherwood service.

His report emphasized ten sales  
(Continued on page 359)

The Chevrolet  
Motor Company  
*presents—*

# The Prospects Within Two Blocks

Produced by  
Jam Handy   
Picture Service

Western  Electric  
SOUND SYSTEM  
Arrangement Audio-Cinema

## Something You May Have Overlooked

When the Chevrolet Motor Company decided to give Chevrolet dealers a complete picture of the way to get more business these days, they engaged expert service to help them present their ideas.

Under Chevrolet supervision, the right sound picture for the purpose was planned and produced on schedule, entirely with Jam Handy Picture Service facilities

The completed picture is being shown at dealer meetings, protected by Jam Handy Picture Service throughout the country.

Motion pictures of the right kind offer the clearest, quickest way to make effective impressions that carry conviction and supply proof. With sound-on-film, the presentation of personalities and incidents becomes complete.

After more than two years of comprehensive experience with all methods of sound picture production, and with a background of fifteen years in standard motion picture production, Jam Handy Picture Service is now equipped with the most up-to-date sound studios and equipment, for complete sound production, entirely under its own control.

*Every picture we have ever made has helped to accomplish the buyer's purpose.*

## Jam Handy Picture Service

Jamison Handy, President

6227 Broadway, Chicago

NEW YORK, CHANIN BLDG. — DAYTON, REIBOLD BLDG. — CLEVELAND, HANNA BLDG. — DETROIT, GENERAL MOTORS BLDG. REGIONAL SERVICE REPRESENTATIVES AT PRINCIPAL POINTS THROUGHOUT THE UNITED STATES. STILL AND MOTION PICTURES — PROJECTORS — ANIMATED DRAWINGS — SOUND PICTURES — SLIDEFILMS



## National Dairy Head Tells Corporation Aims; \$6,000,000 Promotion

National Dairy Products Corporation, New York, largest concern in the food industry, is now spending \$6,000,000 annually in advertising, Thomas H. McInerney, president, told the National Cooperative Milk Producers Federation at Des Moines recently in outlining the relations between his company and farmers associations.

"Attempts by cooperative dairy associations to engage in retail distribution of milk, usually result in wasteful duplication of facilities, impaired service to the public and ultimately serious financial losses to farmers and supporters," Mr. McInerney believed. "It is much easier for producers successfully to organize and conduct bargaining associations than to enter into distribution and manufacture. The farmer is a better farmer than merchant, and the merchant is a better merchant than farmer."

Pointing out that the National Dairy Products Corporation now pays the farmers of the country more than \$250,000,000 annually, Mr. McInerney mentioned some of the things which "private enterprise" is doing to increase the consumption of milk products.

"It has produced from skim milk a product which enters into the manufacture of coated paper, glue, artificial cork, leather, rubber, jade, pencils, cigarette holders, knives, forks, combs, cigarette cases, coffee percolators, buttons, buckles, novelties, toys, poker chips, manicure sets, bracelets, hair brush backs, teething rings, eyeglass frames and fountain pens."

National Juice Corporation, a subsidiary of the National Dairy Products, recently signed a contract with the Florida Citrus Exchange, Tampa, for the preparation and distribution of fresh Florida orange juice.

Among National Dairy's subsidiaries are Sheffield Farms and General Ice Cream Corporation.

### Einson-Freeman Expands

Einson-Freeman Company, Inc., New York, lithographer, has established a department of mechanical and motion displays in charge of William A. Whiting, formerly president of Action Advertising Displays, Inc.

### Boost Independent Dealer

The Alliance of Retail Trade Associations of Southern California, Ltd., has been organized by virtually all associations of independent merchants in Southern California to present, in publicity and advertising, the merits of the independent dealer.

### I. B. M. Earnings Up; Census Help Small

In announcing that earnings of the International Business Machines Corporation, New York, in 1930 were the highest on record, Thomas J. Watson, president, pointed out this week that contrary to the "exaggerated impression that apparently prevails, the additional business obtained by reason of the census work of the United States and various foreign governments has amounted to less than 1½ per cent of our total business for the year."

Mr. Watson also announced the declaration of a 5 per cent stock dividend, in addition to the regular quarterly dividend of \$1.50 a share.

### Fruit of the Loom Mills Appoints Keyes Manager

George T. Keyes, merchandise manager of the Gimbel group of stores in New York, Philadelphia, Milwaukee and Pittsburgh, has been made vice-president and general manager of the Fruit of the Loom Mills, Inc., New York, wholly owned selling organization of B. B. & R. Knight Corporation, Providence.

Before joining Gimbel's, Mr. Keyes was head of the comparison office of R. H. Macy & Company, New York; merchandise manager of the Associated Merchandising Corporation, and advertising manager of *Vogue*, Conde Nast publication.

### General Foods Appoints Waters Vice-President

Lewis W. Waters, assistant to the executive vice-president, has been elected vice-president in charge of research and development of General Foods Corporation, New York.

Formerly manager of the research department of the Minute Tapioca Company, now a subsidiary of General Foods, Mr. Waters has held his present position for nearly three years. The department carries on experimental work for improvement in plant processes.

### Promotes Value of "Sealing"

M. J. B. Coffee Company, San Francisco, has inaugurated a new advertising campaign in newspapers, posters, radio, direct mail and dealer helps, to emphasize its "Hi-Test Vacuum Flavor Protection" method of sealing—the copy describing how sealing protects the flavor of milk, butter, cheese, bread and other products.

## Southern Publishers Announce Rulings in Rate Argument

"An advertiser shall be entitled to retail rates only when he sells direct to the consumer through one or more retail stores which he alone owns and controls," a special committee on Local-National Advertising of the Southern Newspaper Publishers' Association reported recently. "If the retailer named is also territory jobber, wholesaler or distributor, the advertising is not local retail copy."

"General rates apply to all cooperative advertising where both general and retail advertisers are involved; and to advertising over signatures of two or more retailers of separate ownership offering product of same manufacturer, except where a general campaign is running in one of the local daily papers. In this instance, city dealers are entitled to retail rates on cooperative advertising where jobbers' or distributors' names are not listed."

"They apply to all advertising other than that of strictly bona fide retailers selling at retail exclusively, paid for entirely by themselves and offering goods or service to the consumer at outlets owned by themselves, without reference to whether the copy is placed direct or through an advertising agency."

"We believe that there should be a differential between general and retail advertising. We further believe from our investigation that in some instances the difference is too great and cannot be justified by the publisher. In these cases we recommend that serious thought be given to correcting such a condition."

The committee is headed by Enoch Brown, Jr., advertising manager of the *Memphis Commercial Appeal*. The report was released by Cranston Williams, secretary-manager of the association, at its headquarters at Chattanooga.

### Sells Heat Devices

Roy S. Pollock has resigned as advertising promotion manager of *Physical Culture Magazine* to organize a sales company which will handle hot water waste heat reclaimers of the American Locomotive Company, under the trade name of Heat Transfer Products, Inc. Offices are located at 30 Church Street, New York.

### Urges Georgia Campaign

A state-wide drive "to put the state of Georgia on the national vacation map" was urged before industrial and civic leaders at Atlanta last week by C. F. Redden, report developer. A similar plan has been advocated by Howard E. Coffin, automotive engineer and prominent Georgian.



## In 1900

The News delivered in Marion County (Indianapolis) one copy for every

**7.45**

persons . . . . .

## In 1910

The News delivered in Marion County (Indianapolis) one copy for every

**5.16**

persons . . . . .

## In 1920

The News delivered in Marion County (Indianapolis) one copy for every

**5.00**

persons . . . . .

## In 1930

The News delivered in Marion County (Indianapolis) one copy for every

**4.56**

persons . . . . .





INDIANAPOLIS

**The INDIANAPOLIS NEWS**  
*sells* **The Indianapolis Radius**  
 DON BRIDGE, Advertising Director  
 New York: DAN A. CARROLL  
 110 East 42nd St.  
 Chicago: J. E. LUTZ  
 The Tower Bldg.

## Atlanta Counts Results of First Four Years' Advertising Effort

An investment of \$700,000 in national advertising from 1926 to 1929, inclusive, has brought a return of 500 per cent, the Atlanta Forward Commission informed SALES MANAGEMENT this week.

In 1925, the year before the campaign began, seventy-one firms and branch offices were added to the roster of Atlanta enterprises. The rate of increase is seen in the establishment of 155 firms and branches in 1926, the first year of the campaign; 158 in 1927; 175 in 1928 and 191 in 1929—679 all told.

The annual payroll increase is estimated at \$30,000,000 and the increase in number of jobs, in four years, 16,911.

Three "themes" predominated: "No longer can industry hope to serve the entire United States from one point—however centrally located"; "the south is America's fastest-growing market," and "Atlanta is the distribution center of the south."

Industries and branches established in Atlanta during the period came from thirty-three states. New York was high with 165. Illinois ranked second with 88. Five concerns came from four foreign countries: two from England, one from Canada, one from Germany and one from Cuba. Inquiries were received from scores of other foreign countries and the commission is still working on many of them.

The Industrial Bureau, which follows up the inquiries resulting from the advertising, prepared in all about 466 special surveys for manufacturers.

The campaign was distributed among specialized trade, general executive and financial media, newspapers and general magazines. Forty-three magazines and trade papers and fifteen newspapers were used. Thousands of Atlanta industrial and civic figures cooperated in the raising of funds for the campaign, with 869 workers taking active part. The commission was under the direction of George W. West, chairman; Ivan Allen, William Candler and W. R. C. Smith. The first year Mr. Allen served as chairman.

Eastman, Scott & Company, Atlanta agency, is directing.

## Tiny Rugs as Gifts

A. & M. Karagheusian, New York, is marketing an eighteen- by thirty-four-inch rug for gift purposes. It is priced at \$5.75.

## Philco Gives Radio Sets to Aid Unemployed

Fifteen hundred radio sets, valued at more than \$100,000, have been donated by the Philadelphia Storage Battery Company, to be sold through cooperation of its distributors and dealers throughout the country for the benefit of the Salvation Army, James M. Skinner, vice-president and general manager, told Grover A. Whalen, chairman of the Citizens' Committee, New York, this week. The entire donations reach a total sum of more than \$150,000.

In return, the committee has awarded to Philco the nationwide broadcast rights for the Army-Navy football game, in New York, December 13.

Philco is placing at the committee's disposal its regular weekly symphonic broadcast.

## George W. Johnson Heads Endicott-Johnson Shoes

George W. Johnson has succeeded his father, George F. Johnson, as president of the Endicott Johnson Corporation, shoes, Endicott, New York. The office of chairman of the board has been created to which George F. has been elected.

Reorganization of the board of directors places Charles F. Johnson, Jr., former second vice-president, in the first vice-presidency, succeeding George W. Johnson; Lawrence Merle as second vice-president, and H. Edward Chrisfield of Johnson City third vice-president. George F. Johnson has been president of the corporation since the death of Henry B. Endicott.

## I. B. M. Sales School Enrollment Higher

With the graduation of seventy students from the Tabulating Machine Division sales school at the Endicott, New York, plant, Thomas J. Watson, president of International Business Machines Corporation, New York City, announced this week that enrollment in the various divisional schools this year was 300, as compared with 160 graduated in 1929.

## Dinner in a Can

Isleton Canning Company, Isleton, California, is introducing on the Pacific Coast a "Golden Wreath Brand Italian Dinner," with the label, "Dinner Is Ready. Just Heat and Eat."

## New Dictaphone Device Will Record Both Ends of Phone Sales Talks

The Telecord, a device which attached to a telephone makes a permanent record of both ends of a telephone conversation, has just been given its debut at the National Business Shows, at New York and Chicago, by the Dictaphone Corporation, New York.

The records may be filed for reference and the instrument, it is said, opens up a new field in selling. In other words, with the telephone gaining impetus each year in selling, a word-of-mouth conversation can be recorded, and, in case of need, introduced in court.

Sales departments, taking orders over the telephone, have in the past been troubled at times by claims that quotations, figures, specifications, etc., have been misunderstood in telephone conversations. Attorneys claim that the recorded voice makes better evidence in court than even a photostat or a written order, as the record cannot be tampered with.

## Paramount Makes Talkie for Liggett & Myers

"Movie Memories," sponsored by Liggett & Myers (Chesterfield cigarettes), has been produced by Paramount Pictures Corporation and will be shown in some 800 Paramount-Publix theatres throughout the country. First showing is now being made at the Rivoli, New York. Newell-Emmett Company is the agency in charge. The picture is devoted to "flashbacks" of old-time news reels. President McKinley is shown at his inauguration and Lillian Russell reveals her beauty.

"Space" in the new movie theatre advertising medium is \$5 a thousand of actual attendance. Warner Brothers has established a unit to handle this phase of its business and it is expected that RKO will also engage in it.

## Opens St. Louis Office

Matteson-Fogarty-Jordan Company, Chicago agency, has opened a St. Louis office at 1511 Telephone Building, with Daniel A. Ruebel in charge. Mr. Ruebel has been in the agency business in St. Louis for eighteen years—having resigned recently as vice-president of the Chappelaw Advertising Company. He was formerly president of the Advertising Club there.

## Timken to Detroit

Headquarters of the Timken Roller Bearing Company have been moved from Canton, Ohio, to Detroit.





The client whose program requires large groups of artists finds Studio "A" with space ample enough to accommodate the most pretentious program. A full symphony orchestra will not crowd it. It is exquisitely decorated, evenly lighted, completely soundproof and supplied constantly with fresh, washed air.



*F*ROM the very beginning the quality of WLW programs has been high in comparison to the development of the art of broadcasting. WLW is one of the pioneer stations of the Nation. Only the best available talent and the most advanced type of studios and transmitting apparatus have been employed.

50,000 Watts

WLW

700 Kilocycles

*The Nation's Station*

**The Crosley Radio Corporation**

Cincinnati



## Talkie Sells Salmon; 8,700 Theatres Show "The Silver Horde"

A motion picture, "The Silver Horde," based on Rex Beach's novel of Alaska and produced by RKO, is being employed by Skinner & Eddy of Seattle and Alaska as the basis for a national advertising program to promote Icy Point salmon.

It will be shown under the direction of J. William Sheets, advertising agency of Seattle, in 8,700 theatres throughout the country.

Against an Alaskan background, the film depicts a romance of the salmon industry, showing the swift running of the fish, their capture in the net, brailing and the canning and packing in the canneries of Skinner & Eddy in Alaska, where the "iron Chink" cutting machine is shown in operation, as the parts of the fish are sliced and made ready for canning.

Theatre lobby and dealer displays are used to tie-in with the film wherever it is shown—dealers offering two tickets for the price of one to the theatres where the picture is being presented.

## Seattle Seeks \$176,000 Fund for Advertising

Under the direction of the Seattle Chamber of Commerce, business interests there are raising a fund of \$176,000, to be spent during 1931 for population, industries and shipping. A fund of \$345,000 is expected to be available for this purpose in 1932. Seattle civic leaders have secured the passage of state legislation to tax property of King County on a millage basis.

## Beardsley & Wolcott Transfers Turner

C. M. Turner has been appointed sales manager of the electrical division of the Beardsley & Wolcott Manufacturing Company, Waterbury, Connecticut, manufacturer of the Torrid line of electrical cooking, heating and hairdressing appliances.

Mr. Turner has been with the company for seven years as comptroller and assistant treasurer.

## The Backgammon Motif

Tying in with the popularity of backgammon, the Pepperell Manufacturing Company, Boston, is presenting its sheets for holiday sale in gift boxes laid out as backgammon board.



Walter J. Damm, manager of Station WTMJ of the Milwaukee Journal, recently elected president of the National Association of Broadcasters.

## 150 Newspapers Launch New Franklin Models

One hundred and fifty newspapers at principal distributor points, to be followed later by supplemental advertising at dealer points, are being employed by the Franklin Automobile Company, to introduce its new series fifteen for 1931. The copy averages about 1,100 lines.

A magazine campaign on the new models starts in January, coincident with the New York show. This list is not yet complete.

Particular stress will be laid next year on women prospects. The announcement was preceded by district meetings throughout the country. Factory shipments this month will double those of November, 1929.

## Milling Papers Merge

American Miller, published in Chicago for fifty-seven years, is to be combined December 1 with the National Miller, hitherto the only A. B. C. paper in the milling field, under the name National Miller & American Miller. A new corporation, National Miller Publications, Inc., has been formed with Louis A. Koch, president and business manager; A. H. Mitchell, treasurer and promotional manager; Newton C. Evans, vice-president and managing editor, and J. H. Welcome, secretary and advertising manager.

## A. B. A. Moves May 1

Headquarters of the American Bankers Association will be moved May 1 to 22 East Fortieth Street, New York.

## Ford German Sales Up; Reich Now America's Third Best Market

Three thousand more cars were sold by the German Ford Company, Berlin, in the first ten months of 1930 than in the same period last year. This is an increase of 40 per cent. The number of Ford dealers has been extended from 180 to 400.

Germany is now the third greatest export market for the United States and consumes \$470,000,000 worth of American goods annually. Raw cotton is responsible for 35 per cent of United States exports to Germany, other raw material, minerals, metals and food for 40 per cent, the rest being made up of manufactured and half-manufactured goods. Eighty American companies have associates in Germany to finish and market goods imported in a semi-finished state. The engineering industry is represented by nine factories, steel and iron tools by eight, the automobile and mineral industries each by seven, textiles six and chemicals five.

There is also a large number of factories operating under American control on American capital. There are 135 American selling organizations in Germany. Together with the German agents, these represent more than 1,200 American firms. In this case, the provision trade heads the list with 198, motors are next with 146, engineering 144, machine-tools, 128, hardware 70, chemicals 69, textiles 51, and timber 47. Many of these agencies are organized on such a scale that a German agency for an American office equipment firm—25 of these are represented in Germany—may have as many as 2,000 sub-agents.

Germany is selected by many American companies as headquarters for their European distribution on account of its central geographical position and transport facilities. Berlin and environs have thirty-nine of the eighty factories, the Rhineland thirteen, while Hamburg and Bremen, the nearest points of contact with America each have twelve. Of the established agents, 486 are in Berlin, 317 in Hamburg, eighty in Cologne, seventy-seven in Frankfurt, fifty-three in Bremen thirty-four in Stuttgart and thirty-two in Munich.

The name of the American Metal Products Company, Milwaukee, has been changed to Ampco Metal, Inc., and the capital stock increased from \$400,000 to \$500,000. Ultimately the company will be capitalized at \$1,000,000—the additional investment being used for plant extension.

## Account Changes

SEATTLE CHAMBER OF COMMERCE, Seattle, Washington, to J. William Sheets, Inc., there.

DEVELOPMENT BOARD OF NASSAU, Bahamas, to Stanley E. Gunnison, Inc., New York. Resort and travel advertising in newspapers and magazines.

FREEMAN SHOE CORPORATION, Beloit, Wisconsin, to Klau-Van Pietersom-Dunlap-Younggreen, Inc., Milwaukee. Magazines, radio, and trade papers.

MAISON BERTIE, INC., New York, cosmetics, to United Advertising Agency, there.

NIEBLO MANUFACTURING COMPANY, INC., New York, Reddy Tee for golfers, to Frank Presbrey Company, there. Golf magazines.

WAYNE OVERALL COMPANY, INC., Fort Wayne, Indiana, to M. Glen Miller, Chicago. Radio campaign throughout mid-western states supplemented by direct mail and trade papers.

SHALER COMPANY, Milwaukee and Wau-pun, Wisconsin, Shaler patch and heat unit for tire repairing, golf clubs and equipment, and Shaler Rislone, to Freeze-Vogel-Crawford, Inc., Milwaukee.

FIVE LAKES CLUB, summer resort of Minneapolis, and Spooner, Wisconsin, to Hurja. Chase & Hooker, Inc., Chicago. Direct mail.

E. L. PATCH COMPANY, Boston, Nepto Lotion, to Redfield-Coupe, Inc., New York. Newspapers.

KAHNSPOTATO, INC. of Pocatello, Idaho, to Charles C. Green Advertising Agency, New York. New York City newspapers and radio broadcasting.

RITAGER CORPORATION, Thorene; and T. E. BUSSLER COMPANY, Banana Malt, both of New York, advertising accounts in this country to Rudolf Mosse, Inc., New York.

NATIONAL STEEL FABRIC COMPANY, New York, to Blaker Advertising Agency, Inc., there.

FRANKLIN LABORATORIES, Philadelphia. Clarinos—new product for the relief of head colds—to Charles C. Green Advertising Agency, Inc., New York City.

HARTRAMPF COMPANY, Atlanta, Hart-rampf's Vocabularies, to Harvey-Massengale, Inc., there.

WORLD'S STAR KNITTING COMPANY, Bay City, Michigan, men's and women's hosiery, underwear and specialties, to the Marx-Flarsheim Company, Cincinnati.

HYDRAULIC DEVELOPMENT CORPORATION, New York, to O. S. Tyson & Company, Inc., there. Business publications and direct mail.

# Autopoint Keeps the Fuller Brush Man on his toes

C. B. Eckman,  
Chicago  
District  
Supervisor  
Fuller Brush  
Company



A tip to sales managers from the experience of one of America's most aggressive sales organizations.

THE Fuller Brush Company and its method of selling direct to the user are known to all. This company is conspicuously successful in its field. Obviously, much of the Fuller Brush Company's success depends on its men being kept fired with enthusiasm and on their toes.

To accomplish this, every sales manager knows how valuable a trophy is . . . some objective which fosters a spirit of competition. How to find exactly the right trophy . . . one which will be valued by sales-

men yet which does not cost too much, is often a problem.

The Fuller Brush people find Autopoint Pencils ideal for this purpose. "We believe them to be excellent for sales promotion work and real incentives to offer salesmen to increase their efficiency," says C. B. Eckman, Chicago District Supervisor.

Are you looking for some way to recompense salesmen, agents, friends, or others that will "register big" with them yet not be over-expensive to you? Then take a tip from the experience of Fuller Brush. Try Autopoint Pencils.

Some firms use imprinted Autopoints as prizes. Others as "remembrance" advertising—that is, to supplement the calls of salesmen. Whatever your business, we are sure there is one way imprinted Autopoints can do a real selling job for you. Let us help you find it.

### A complimentary pencil for you

To show you just what an Autopoint is and why users like it, we'll send you a complimentary pencil imprinted with your firm's name. There is no obligation in this offer. But it is made because we hope to interest you in using this pencil as a sales aid.

Send us your name and address on coupon below. Enclose letter-head or business card, please.

**FREE**  
to Executives—An Auto-  
point Pencil imprinted  
with your firm name.  
See coupon.

Attach business card or  
letterhead For Executives  
Only  
AUTOPOINT COMPANY  
1801-31 Foster Ave., Chicago, Ill.

Without obligation, please send sample Autopoint, book-  
let, sales-building proposition, prices, etc.

Name \_\_\_\_\_

Firm \_\_\_\_\_ Title \_\_\_\_\_

Address \_\_\_\_\_

SM-11-29

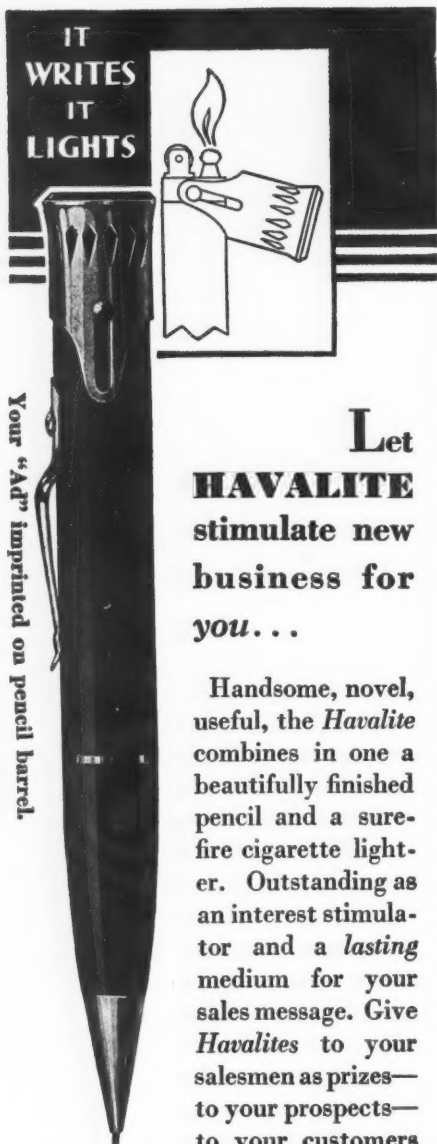
**Autopoint**  
The "Better Pencil" Made of Bakelite

#### 3 Big Features

- 1 Cannot "jam"—protected by patent. But one simple moving part. Nothing to go wrong. No repairs.
- 2 Bakelite barrel, beautiful onyx-like, lightweight material.
- 3 Perfect balance—not "topheavy."

Autopoint Co., 1801 Foster Ave., Chicago





Let  
**HAVALITE**  
stimulate new  
business for  
you...

Handsome, novel, useful, the *Havalite* combines in one a beautifully finished pencil and a sure-fire cigarette lighter. Outstanding as an interest stimulator and a *lasting* medium for your sales message. Give *Havalites* to your salesmen as prizes—to your prospects—to your customers—to friends of the firm. Men keep and treasure *Havalites* and remember who gave them. The barrel may be imprinted with your "ad" and the cap with your seal or slogan.

**Executives:— Let us send you a Havalite**  
so you may see for yourself its business building possibilities. Fill in the coupon and one will be sent you for examination.

A. G. STEVENSON & CO., INC.  
162 Champlain St., Rochester, N.Y.

Name.....  
Firm.....  
Title.....  
Address.....

### Salmon Packers Turn Whole Fish into Food

Following the example of the meat packers in utilizing all the hog but the "squeal," the Union Fisherman's Cooperative Packing Company, Astoria, Oregon, has devised a "salmon spread," in which parts of the fish formerly discarded—the liver, heart, fleshy portion at the base of the tail and edible parts of the head—are used.

The spread is packed in quarter-pound tins. Coloring is added to insure uniform tint.

### Sherman Moves to N. Y.; Austen Bolam Joins

Sherman Corporation, business engineers, has moved its headquarters from Boston to 292 Madison Avenue, New York. Branches are maintained in Chicago and Toronto.

Austen Bolam, for the last four years consultant in publicity and market research, has joined the research division of the corporation. He is a former European sales manager of the Postum Cereal Company, and has been connected with B. F. Goodrich Company, the Erickson Company, advertising agency, and Barron G. Collier, Inc.

### Gives 50 Gallons of Gas with Each Used Car

The Quincy Motor Company, Ford dealers of Quincy, Massachusetts, recently offered fifty gallons of gasoline to anyone purchasing a used car from them during a special ten-day sale. All the cars offered in the sale were re-conditioned and many were guaranteed. They were usually other makes taken in trade on a new Ford.

Other recent special offers of the company include free registration plates for the remainder of the year and certain accessories.

### Launch Display Service

Display Windows, Inc., has been established by Fred J. Portmann, display director of Turrell's, shoe salon, Seattle, and president of the Pacific Coast Association of Display Directors, to conduct a nationwide window display service. W. G. Fulton and Earl L. Morris are also sponsors of the plan.

A sixteen-millimeter talking motion picture projector, designed primarily for non-theatrical purposes, has just been announced by the Victor Animatograph Corporation, Davenport. It assembles in one unit, a sound-on-disc synchronizer and projector.

### Plan Sales Conference at St. Louis; Four Leaders to Talk

H. W. Prentis, Jr., vice-president of the Armstrong Cork Company; A. L. McCarthy, vice-president, Eureka Vacuum Cleaner Company; Frank W. Lovejoy, sales manager of the automotive department of the Vacuum Oil Company, Alvin E. Dodd, assistant to the president, Sears, Roebuck & Company, and Harold Stonier, education director, American Institute of Banking, will address the fourth one-day Sales Executives Conference under the auspices of the Sales Managers' Bureau of the St. Louis Chamber of Commerce, at the Hotel Jefferson there, December 5.

Syd E. Silkinson, general sales manager, Butler Brothers, is chairman of the general committee, and H. J. Reinhardt, vice-president, Frank Adam Electric Company, vice-chairman.

H. T. Bussmann, vice-president of the Bussmann Manufacturing Company, is in charge of the program—the theme of which will be "How You Can Sell Successfully in 1931." Subjects will include training and supervision of salesmen, cooperation with retail outlets and sales equipment and policies.

### Firestone Will Build Factory in Argentina

Firestone Tire & Rubber Company, Akron, will start immediate construction of a tire factory in Argentina. The decision was the result of favorable recommendation by Harvey S. Firestone, Jr., vice-president, who has just completed a tour of the South American market.

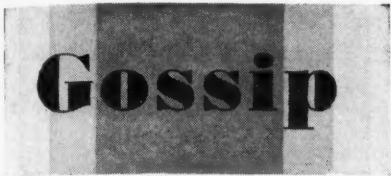
The company now has tire factories in Akron; Los Angeles; Hamilton, Ontario, and London, England, and is developing a 1,000,000-acre rubber plantation in Liberia.

### Automotive Paper Changes

*Automotive Electricity*, published monthly by Federated Business Publications, Inc., New York, will be changed from standard to pocket size January 1—the type page being seven by four inches. The paper will be placed on a controlled circulation basis and will be sent to automotive electrical service dealers, distributors, automotive parts jobbers, bus and fleet owners. No staff changes are involved.

### New Traffic Magazine

*Traffic Regulation*, a monthly publication, has just been launched by Hoffman Publications, Inc., New York, of which Sylvan Hoffman is president, and Alan S. Cohen, advertising director.



Members of the Z. L. Potter Company, Syracuse advertising agency, who last July purchased the business from its former owner, Z. L. POTTER, now withdrawn, have changed the name to Barlow, Feeley & Richmond, Inc., the principal owners being E. S. BARLOW, president; A. J. SCHIED, vice-president and treasurer; ROBERT S. FEELEY, RALPH RICHMOND and ADLAI S. HARDIN, vice-presidents, in charge, respectively, of art, copy and the New York office. . . . The J. Walter Thompson Company, agency, has opened an office in Wellington, New Zealand, under MICHAEL L. STIVER. The agency now maintains eight offices in the United States and thirty-two abroad. . . . MELVERN H. ROBERTS, founder of the Hamilton Garment Company, New York, in 1915, and a specialist in the mail-order field, has become a partner of the Kerr-McCarthy Advertising Service, Inc., New York agency, now Kerr, McCarthy and Roberts. . . . CHARLES W. ABBOTT, formerly director of Low Tension Engineering, General Cable Corporation, has become vice-president of Moser & Cotins, Brown & Lyons, Inc., Utica. He will make his headquarters at the New York City office. . . . RICHARD WOODS EDMONDS, formerly of the editorial staff of *Manufacturers' Record*, has joined Korbel & Colwell, Inc., public relations counsel, New York. . . . WILLIAM W. NEAL is now on the copy staff of Gottschaldt-Humphrey, Inc., Atlanta agency. He had held a similar position with James A. Greene & Company there. . . . H. LE B. BERCOVICI has resigned as managing editor of the *American Press*, New York, and is now engaged in publicity work there. . . . WALTER G. SPRINGER, formerly director of public relations of the Columbia Broadcasting System and at one time publisher of *Screenland*, *America's Humor*, *Real Life Stories* and *Suniland*, is now with National Radio Advertising, as director of Radio Authors, Inc., a subsidiary. . . . DUKE HUTCHINSON, for the past four years president of the Duke Hutchinson Advertising Agency and previously sales and advertising manager of the Kelly-Springfield Motor Truck Company and president of the Iron City Motors Company, automobile distributors, has joined the staff of the Chicago office of the Dunham Younggreen Lisan Company, advertising agency.

Chain Belt Promotes Greene

H. S. Greene, for the last year in charge of the coordination of sales and distribution with the Chain Belt Company, Milwaukee, and formerly general sales manager of the Barber-Greene Company, Aurora, Illinois, has been elected sales manager of the Belt company.

Graton & Knight in L. A.

Graton & Knight Company, Worcester, has selected Los Angeles as a center of sales operations west of the Rocky Mountains, with local office and warehouse at 516 East Fourth Street. Graton & Knight has recently branched out into the mechanical rubber goods field.

Published monthly, supplemented with bulletins, and covers daily newspapers, farm papers, general magazines, business papers, and Radio Broadcast Stations

When you are Selecting advertising mediums, you need

STANDARD RATE & DATA SERVICE

IT GIVES up-to-the-minute information on rates, discounts, color and cover charges, special positions, classified advertising and reading notices, closing dates, page and column sizes—and circulations on publications in the United States and Canada.

Complete information on Radio Broadcasting rates is also given.

Special 30-Day Approval Order

Standard Rate & Data Service,  
536 Lake Shore Drive,  
Chicago, Illinois .....193..

You may send us—prepaid—the current number of Standard Rate & Data Service, including the Radio Station Section, with all bulletins since it was issued, which we are to have the privilege of using 30 days.

If we are not convinced of the value of this Service at the end of that time, we shall return the issue and our obligation is ended. Otherwise you may consider us subscribers and send a revised copy each month for one year. It is to be maintained by bulletins issued every other day, and we understand the cost is \$30.00 per year (Canada and Foreign \$35.00).

Firm Name .....Street Address .....

City .....State .....

Individual Signing Order .....Official Position .....



# Editorials

**I**NSTALMENT BUYING'S TEST: No phenomenon of the present business situation is more striking than the vindication of instalment selling in the severe test to which it has been subjected. In the prosperous days of the recent past many economists uttered warnings against the rapid growth of a form of selling which mortgaged future resources of the wage earners. They admitted its advantages in swelling volume of sales. They agreed that it put within the reach of the masses many of the so-called luxuries which if available only by outright purchase would be procurable only by the relatively few. But a majority of the academic critics expressed the opinion that when fortune no longer smiled on the land it would be found that uncompleted payments would cease in such large numbers that very serious losses would be inflicted on the adventurous and credulous sellers. . . . Nothing of the sort has occurred. On the contrary, a year after the prevailing depression began we learn that there have been relatively few defaults. The companies which finance sales on the partial payment plan report, indeed, that although the percentage of foreclosures, or reposessions, has increased sharply, the actual number is insignificant. In the first half of the present year the four largest of these companies took back goods not fully paid for to the value of only \$2,679,000, compared with \$1,486,000 in the same period last year, while of more than half a billion of retail notes outstanding on June 30 no more than \$1,616,000 was past due, barely half a million more than at the same time in 1929 on a total volume of practically the same amount. . . . It is evident that the reserve buying power and prudence of the American people have been underestimated by observers who are not in close touch with the people. As a whole the public is neither improvident nor reckless.

**D**EMAND ENOUGH FOR STANDARD GOODS: Minimum standards for merchandise have long been a counsel of perfection to which the Bureau of Standards of the Department of Commerce has sought to give practical application. In the circumstances now confronting us the thought may take on new power. For as is well said by A. F. Allison, secretary of the International Association of Garment Manufacturers, if the production of substandard goods now being made largely for price-cutting purposes could be substantially reduced, standard goods in many industries would probably be no more than sufficient to meet the public demand. He thinks progress would be made if leading manufacturers would

agree on some definition of minimum requirements for the products of various industries and some means of identifying goods meeting these requirements. This done, collective merchandising, he believes, would have little difficulty in making the consuming public aware of its right to full value for its money. . . . It is a difficult but not an impossible task. Honest manufacturers have everything to gain from such an undertaking. The people are in a mood to be convinced by demonstration of the facts. It should be practicable to bring these two forces into unison and put them behind a movement that is clearly in the common good. What is needed is vigorous leadership uninfluenced by petty jealousies and free from the temptations of narrow selfishness.

**W**ASTED EFFORT: There is good sense in advice given recently to business men by the *New York Journal of Commerce* regarding the futility of efforts to persuade the Federal Trade Commission that trade association practices should be liberalized rather than rendered more strict. Most business men now see the necessity of legal permission to take action against purely destructive competition and excess production that topples the business structure. The commission might be prevailed upon to take the same view, but its powers are limited and the action of one set of commissioners may be rescinded by their successors. What is demanded is action by Congress. It is the law that is at fault, not its present interpretation. . . . Translated into broad terms, business, great and small, has become aware that something must be done to keep production in harmony with consumption. Spokesmen for the administration in Washington urge this idea. Every competent commentator on the present situation declares that what is unfavorable in our affairs is due in large part to failure to adjust business to the law of supply and demand. But comparatively few of these wise counselors call attention to the fact that Congress is the only body which can do anything worthwhile to put right what is wrong. If effective remedial measures are to be taken to prevent overproduction and ruinous price-cutting, it is obvious that the first step to be taken is to make such measures lawful. Furtive makeshifts of doubtful validity, even though sanctioned by the Federal Trade Commission, will do no permanent good. Business must know definitely that it can undertake constructive work if it is to move forward on sound lines. It cannot go far as long as it can seek only loopholes of escape from uneconomic restrictions.

# October Newspaper Lineage in Eighty-nine Cities

All of the eighty-nine cities listed below showed losses in newspaper advertising lineage for October, as compared to the same month of last year. Fifteen of the 264 newspapers listed show gains in October, the remaining 249 showing losses. The total lineage carried in these papers for October, 1930, was 220,722,800, as compared to 263,470,539 for October, 1929, or a loss of 42,747,739 lines, 16.2 per cent. Believing that the percentage of change is more valuable for comparisons than the mere number of lines, SALES MANAGEMENT is giving its compilation for cities this month in this manner. This compilation was made from figures gathered by this magazine, the statistical department of the New York *Evening Post*, and the Advertising Record Company.

	1930	1929	Per Cent of Loss
Akron	2,478,208	3,661,518	32.3
Albany	2,397,661	3,032,177	20.9
Allentown	1,664,250	2,062,368	19.3
Altoona	900,186	1,101,772	18.3
Atlanta	2,665,516	3,413,256	21.9
Aurora	790,240	909,822	13.1
Baltimore	4,439,024	5,048,442	12.1
Birmingham	2,407,048	3,080,140	21.8
Boston	5,399,154	6,632,954	18.6
Bridgeport	2,333,773	2,558,847	8.8
Camden	1,671,610	2,004,902	16.6
Chattanooga	1,293,599	1,560,030	17.1
Chicago	6,833,709	8,877,675	23.1
Cincinnati	3,529,957	4,094,863	13.8
Cleveland	3,602,319	4,422,993	18.1
Columbus	2,887,341	3,634,398	20.6
Dallas	3,727,985	3,967,485	6.1
Dayton	2,862,790	3,479,084	17.6
Denver	2,014,334	2,383,595	15.5
Des Moines	1,762,402	1,931,114	8.7
Detroit	4,621,064	6,371,974	27.4
Elizabeth	1,045,716	1,197,364	12.7
Flint	1,140,160	1,614,956	29.3
Fort Wayne	1,896,352	2,066,974	8.2
Fort Worth	1,884,540	2,305,408	18.2
Greensboro	906,463	1,153,129	21.4
Hartford	2,423,707	3,104,092	21.9
Houston	3,081,947	3,506,230	12.1
Indianapolis	2,757,933	3,543,777	22.1
Jackson	1,069,755	1,333,720	19.7
Janesville	505,288	557,998	9.4
Jersey City	626,694	800,941	21.7
Joliet	945,378	1,006,516	16.1
Kalamazoo	965,426	1,156,176	16.5
Kansas City	3,071,151	3,749,548	18.1
Knoxville	1,341,368	1,621,690	17.2
Lancaster	716,010	780,784	8.2
Lansing	1,313,065	1,716,618	23.5
Long Beach	1,606,437	1,818,537	11.6
Los Angeles	5,890,612	6,964,160	15.4
Louisville	2,954,384	3,493,180	15.3
Memphis	2,461,506	3,077,767	20.2
Miami	1,127,763	1,140,454	1.1
Milwaukee	2,971,969	3,728,577	20.2
Minneapolis	3,160,228	3,551,388	11.1
Nashville	315,305	414,809	23.9
New Bedford	967,172	1,283,671	24.7
New Orleans	3,466,729	3,768,566	8.1
New York	14,582,947	17,571,680	17.1
Newark	1,849,067	2,087,858	11.4
Norfolk	1,738,562	2,091,040	16.8
Oakland	2,246,482	2,678,676	16.1
Oklahoma City	2,319,461	2,658,506	12.7
Omaha	1,908,575	2,215,227	13.8
Pasadena	1,336,386	1,454,480	8.1
Paterson	1,748,954	2,026,045	13.6
Philadelphia	6,900,328	8,000,619	13.7
Phoenix	3,180,992	3,542,432	10.2
Pittsburgh	4,492,664	4,971,749	9.6
Portland, Ore.	2,966,376	3,310,440	10.3
Providence	2,901,600	3,522,801	17.3
Richmond	1,820,686	2,162,146	15.7
Rochester	3,327,559	4,126,065	19.3
St. Joseph, Mo.	959,126	1,165,094	17.6
St. Louis	3,713,640	4,749,760	21.8
St. Paul	2,648,590	3,025,358	12.4
Salt Lake City	2,086,042	2,309,972	19.6
San Antonio	2,739,060	3,606,657	24.1
San Diego	1,885,226	2,414,048	21.9
San Francisco	4,097,078	4,893,678	16.2
Scranton	1,949,829	2,206,169	11.6
Seattle	3,195,251	3,362,256	4.9
South Bend	1,798,665	1,964,501	8.4
Spokane	2,156,950	2,532,992	14.8
Springfield, Ill.	1,327,186	1,703,058	22.1

Springfield, Mass.	1,612,730	1,899,842	15.1
Tacoma	1,892,618	2,197,416	13.8
Tampa	1,070,846	1,227,170	12.7
Terre Haute	1,333,220	1,479,450	9.8
Toledo	2,329,084	3,098,902	24.8
Topeka	1,229,709	1,306,999	5.8
Trenton	1,733,192	2,250,933	23.1
Tulsa	2,254,052	2,506,949	10.1
Utica	1,656,840	1,950,788	15.1
Washington	4,772,135	5,270,250	9.4
Wheeling	1,308,013	1,557,563	16.1
Wilkes-Barre	2,598,750	2,779,938	6.5
Worcester	2,294,245	2,661,173	13.7
Youngstown	1,864,858	2,263,420	17.2
Totals	220,722,800	263,470,539	16.2

<b>AKRON</b>			
	1930	1929	Change
*Times-Press	927,025	1,381,828	-454,803
Sun. Times	137,642	271,943	-134,301
*Beacon-Journal	1,413,541	2,007,747	-594,206
Totals	2,478,208	3,661,518	-1,183,310

<b>ALBANY</b>			
Knickerbocker Press	759,849	1,010,683	-250,834
*Evening News	831,159	1,001,638	-170,479
Times-Union	806,653	1,019,856	-213,203
Totals	2,397,661	3,032,177	-634,516

<b>ALLEN TOWN, PA.</b>			
Call	919,576	1,170,610	-251,034
Chronicle	744,674	891,758	-147,084
Totals	1,664,250	2,062,368	-398,118

<b>ALTOONA, PA.</b>			
*Mirror	900,186	1,101,772	-201,586

<b>ATLANTA</b>			
Journal	1,234,464	1,588,916	-354,452
Constitution	901,292	1,128,302	-227,010
Georg'n & Amer.	529,760	696,038	-166,278
Totals	2,665,516	3,413,256	-747,740

<b>AURORA, ILL.</b>			
Beacon-News	790,240	909,822	-119,582

<b>BALTIMORE</b>			
Sun	1,287,398	1,485,685	-198,287
*Eve. Sun	1,859,688	1,887,412	-27,724
American	148,038	205,689	-57,651
*News	807,121	1,037,325	-230,204
*Post	336,779	432,331	-95,552
Totals	4,439,024	5,048,442	-609,418

<b>BIRMINGHAM</b>			
Age-Herald	632,520	860,300	-227,780
News	1,280,118	1,680,378	-400,260
*Post	494,410	539,462	-45,052
Totals	2,407,048	3,080,140	-673,092

<b>BOSTON</b>			
Herald-Traveler	1,551,285	1,839,924	-288,639
Globe	1,308,374	1,530,930	-222,556
Post	1,138,082	1,455,459	-317,377
*Record (tab)	231,692	179,245	+52,447
American and Sunday Adv.	635,223	783,486	-148,263
*Transcript	534,498	783,910	-249,412
Totals	5,399,154	6,632,954	-1,233,800

<b>BRIDGEPORT</b>			
*Telegram	772,577	874,671	-102,094
*Post	803,803	889,220	-85,417
Sun. Post	109,257	118,045	-8,788
*Times-Star	568,860	594,727	-25,867
Sun. Herald	79,276	82,184	-2,908
Totals	2,333,773	2,558,847	-225,074

<b>BUFFALO</b>			
Courier-Expr.	883,170	1,093,499	-210,329
Times	717,931	1,193,404	-475,473
*News	1,582,151	1,757,080	-174,929
Totals	3,183,252	4,043,983	-860,731

<b>CAMDEN</b>			
Eve. Courier	872,022	1,035,496	-163,474
Morn. Post	799,588	969,406	-169,818
Totals	1,671,610	2,004,902	-333,292

<b>CHATTANOOGA</b>			
*News	661,141	723,577	-62,436
Times	632,458	836,453	-203,995
Totals	1,293,599	1,560,030	-266,431

<b>CHICAGO</b>			
*Daily News	1,675,185	2,155,302	-480,117
Tribune	2,203,470	2,966,472	-763,002
Herald-Exam.	882,636	1,237,152	-354,516
*Post	394,011	515,385	-121,374
*American	1,237,650	1,496,139	-258,489
*Times	440,757	507,225	-66,468
Totals	6,833,709	8,877,675	-2,043,966

<b>CINCINNATI</b>			
*Post	904,918	991,144	-86,226
*Times-Star	1,239,590	1,545,110	-305,520
Enquirer	1,149,932	1,251,754	-101,822
Tribune	235,517	306,855	-71,338
Totals	3,529,957	4,094,863	-564,906

<b>CLEVELAND</b>			
Plain Dealer	1,326,910	1,593,679	-266,769
News-Leader	841,880	1,099,224	-257,344
*Press	1,433,529	1,710,090	-276,561
Totals	3,602,319	4,402,993	-800,674

<b>COLUMBUS</b>			
Dispatch	1,520,244	1,921,490	-401,246
Journal	463,041	596,015	-132,974
*Citizen	904,056	1,116,893	-212,837
Totals	2,887,341	3,634,398	-747,057

<b>DALLAS</b>			
News	1,087,525	1,358,840	-271,315
Times-Herald	1,516,144	1,642,498	-126,354
*Journal	676,883	322,953	+353,930
*Dispatch	447,433	443,194	+4,239
Totals	3,727,985	3,967,485	-239,500

<b>DAYTON</b>			
News	1,399,174	1,645,938	-246,764
*Herald	994,826	1,188,096	-193,270
Journal	468,790	645,050	-176,260
Totals	2,862,790	3,479,084	-616,294

<b>DENVER</b>			
News	592,225	753,173	-160,948
Post	1,422,109	1,630,422	-208,313
Totals	2,014,334	2,383,595	-369,261

<b>DES MOINES</b>			
Register	752,584	874,500	-121,916
*Tribune	1,009,818	1,056,614	-46,796
Totals	1,762,402	1,931,114	-168,712

<b>DETROIT</b>			
News	2,341,052	3,198,566	-857,514
Times	1,020,236	1,463,602	-443,366
Free Press	1,007,076	1,473,570	-466,494
*Detroit Daily (tab)	252,700	236,236	+16,464
Totals	4,621,064	6,371,974	-1,750,910

<b>ELIZABETH, N. J.</b>			
*Journal	1,045,716	1,197,364	-151,648

<b>FLINT, MICH.</b>			
Daily Journal	1,140,160	1,614,956	-474,796

<b>FORT WAYNE, IND.</b>			
*News-Sentinel	1,069,358	1,165,360	-96,002
Journal-Gazette	826,994	901,614	-74,620
Totals	1,896,352	2,066,974	-170,622

<b>FORT WORTH</b>			
Star-Telegram	859,698	1,087,450	-227,752
*Record-Telegram	448,728	542,640	-93,912
*Press	576,114	675,318	-99,204
Totals	1,884,540	2,305,408	-420,868

<b>GREENSBORO, N. C.</b>			
Daily News	561,515	700,117	-138,602
*Record	344,948	453,012	-108,064
Totals	906,463	1,153,129	-246,666
<b>HARTFORD</b>			
Courant	880,848	1,219,481	-338,633



# W M A L

COVERAGE IN VIRGINIA AND MARYLAND

On The  
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16  
Hours  
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Located in the capital of the Nation, Station WMAL is the Washington station of the Columbia Broadcasting system. Equipped with Western Electric double turntables for spot broadcasting of transcription programs.

*"Broadcasting the better things in and for Washington"*

... here's a market that no manufacturer of clothing or accessories of dress can afford to overlook ... or any other manufacturer of products for home or family consumption can afford to overlook.

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**The  
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## Radio for Results

Number 17

**WHO?**

A large food manufacturer with a family of products considers magazine inquiries a bargain at \$2.50. His radio programs bring inquiries at 70 cents.

*The complete story  
may be secured from*

**SCOTT HOWE BOWEN, INC.**

National Representatives of Radio Stations

Chrysler Building New York City  
Chicago Philadelphia Detroit Boston

LONG BEACH			
Press-Telegram ..	977,438	1,220,870	—243,432
Sun .....	628,999	597,667	+ 31,332
Totals .....	1,606,437	1,818,537	—212,100
LOS ANGELES			
Times .....	1,631,952	1,942,584	—310,632
Examiner .....	1,482,670	1,845,396	—362,726
*Express .....	664,160	827,344	—163,184
*Herald .....	1,395,142	1,587,768	—192,626
*Record .....	387,926	405,048	—17,122
News (tab) ..	328,762	356,020	—27,258
Totals .....	5,890,612	6,964,160	—1,073,548
LOUISVILLE			
Courier-Journal ..	1,263,253	1,394,648	—131,395
Herald-Post .....	710,588	878,443	—167,855
*Times .....	980,543	1,220,098	—239,546
Totals .....	2,954,384	3,493,180	—538,796
MEMPHIS			
Com'cial Appeal ..	1,022,287	1,326,290	—304,003
*Eve. Appeal .....	729,743	906,227	—176,484
*Press-Scimitar ..	709,476	845,250	—135,774
Totals .....	2,461,506	3,077,767	—616,261
MIAMI			
Herald .....	653,898	700,833	—46,935
Daily News .....	473,865	439,621	+ 34,244
Totals .....	1,127,763	1,140,454	—12,691
MILWAUKEE			
Journal .....	1,666,834	1,980,274	—313,440
Sentinel .....	401,849	582,809	—180,960
*Leader .....	234,110	214,790	+ 19,320
*Wis. News .....	669,176	950,704	—281,528
Totals .....	2,971,969	3,728,577	—756,608
MINNEAPOLIS			
Tribune .....	1,273,845	1,482,039	—208,194
Journal .....	1,200,411	1,395,119	—194,708
*Star .....	685,972	674,230	+ 11,742
Totals .....	3,160,228	3,551,388	—391,160
NASHVILLE			
Tennessean .....	138,211	144,976	—6,765
Banner .....	177,094	269,833	—92,739
Totals .....	315,305	414,809	—99,504
NEW BEDFORD, MASS.			
Times .....	519,867	702,461	—182,594
*Standard .....	387,085	471,332	—84,247
Sun. Standard ..	60,220	109,878	—49,658
Totals .....	967,172	1,283,671	—316,499
NEW ORLEANS			
Times Picay. ..	1,532,564	1,596,384	—63,820
Item .....	808,846	897,646	—88,800
States .....	590,470	731,359	—140,889
*Tribune .....	534,849	543,177	—8,328
Totals .....	3,466,729	3,768,566	—301,837
NEW YORK			
Times .....	2,419,221	3,052,745	—633,524
Herald-Tribune ..	1,549,737	2,073,090	—523,353
World .....	878,325	1,259,033	—380,708
American .....	937,586	1,118,996	—181,410
News .....	1,376,981	1,251,081	+125,900
Mirror .....	278,170	294,676	—16,506
*Sun .....	610,676	922,689	—312,013
*Journal .....	1,475,159	1,572,963	—97,804
*Eve. World .....	978,933	1,168,658	—189,725
*Post .....	402,523	664,813	—262,290
*Graphic .....	315,245	375,835	—60,590
*Telegram .....	592,949	616,588	—23,639
Brooklyn Eagle ..	1,493,476	1,652,530	—159,054
*Standard Union ..	297,943	428,161	—130,218
B'klyn Times .....	483,190	556,219	—73,029
Bronx H. News ..	492,833	563,603	—70,770
Totals .....	14,582,947	17,571,680	—2,988,733
NEWARK			
Evening News ..	1,849,067	2,087,858	—238,791
NORFOLK			
*Ledger-Dis. ....	909,748	1,089,298	—179,550
Virg.-Pilot .....	828,814	1,001,742	—172,928
Totals .....	1,738,562	2,091,040	—352,478
OAKLAND			
Tribune .....	1,384,418	1,680,560	—296,142
*Post-Inquirer ..	862,064	998,116	—136,052
Totals .....	2,246,482	2,678,676	—432,194
OKLAHOMA CITY			
Oklahoman .....	889,046	1,028,789	—139,743
*Times .....	817,141	956,582	—139,441
*News .....	613,274	673,135	—59,861
Totals .....	2,319,461	2,658,506	—339,045
OMAHA			
World-Herald ..	1,236,333	1,411,039	—174,706
Bee-News .....	672,242	804,188	—131,946
Totals .....	1,908,575	2,215,227	—306,652
PASADENA			
*Post .....	520,396	727,791	—207,395
*Star-News .....	815,990	926,689	—110,699
Totals .....	1,336,386	1,654,480	—318,094
PATERSON			
*Call .....	794,645	1,067,438	—272,793
*News .....	954,309	958,607	—4,298
Totals .....	1,748,954	2,026,045	—277,091

## PHILADELPHIA

Inquirer	1,424,615	1,757,695	-333,080
Record	948,300	788,039	+160,261
Ledger	983,999	1,292,438	-308,439
*Eve. Ledger	1,072,102	1,368,303	-296,201
*Bulletin	1,883,382	2,180,604	-297,222
*News	587,930	613,340	-25,610

Totals ..... 6,900,328 8,000,619 -1,100,291

## PHOENIX

Arizona Republic	2,155,520	2,352,320	-196,800
*Phoenix Gazette	1,025,472	1,190,112	-164,640

Totals ..... 3,180,992 3,542,432 -361,440

## PITTSBURGH

Press	2,147,791	2,500,994	-353,203
Sun-Telegraph	1,524,557	1,562,710	-38,153
*Post-Gazette	820,316	908,045	-87,729

Totals ..... 4,492,664 4,971,749 -479,085  
(Sun-Telegraph lineage exclusive of American Weekly.)

## PORTLAND (ORE.)

Oregonian	1,006,096	1,151,948	-145,852
Journal	957,810	1,066,072	-108,262
*Telegram	524,888	628,418	-103,530
*News	477,582	464,002	+13,580

Totals ..... 2,966,376 3,310,440 -344,064

## PROVIDENCE

Journal	790,479	1,001,031	-210,552
*Bulletin	1,527,272	1,688,083	-160,811
Tribune		323,759	-323,759
Sun. News-Trib.	15,341	34,056	-18,715
News-Tribune	568,308	475,872	+92,436

Totals ..... 2,901,600 3,522,801 -621,201  
(Tribune absorbed by News December, 1929.)

## RICHMOND

*News-Leader	1,000,636	1,141,028	-140,392
Times-Disp.	820,050	1,021,118	-201,068

Totals ..... 1,820,686 2,162,146 -341,460

## ROCHESTER

Journal-Amer.	930,470	1,188,173	-257,703
*Times-Union	1,226,524	1,538,033	-311,509
Demo. & Chron.	1,170,565	1,399,859	-229,294

Totals ..... 3,327,559 4,126,065 -798,506

## ST. JOSEPH, MO.

*News-Press	623,854	708,568	-84,714
Gazette	335,272	456,526	-121,254

Totals ..... 959,126 1,165,094 -205,968

## ST. LOUIS

Post-Dispatch	1,874,040	2,265,760	-391,720
Globe-Democ.	924,900	1,311,000	-386,100
*Star	613,500	750,300	-136,800
Times	301,200	422,700	-121,500

Totals ..... 3,713,640 4,749,760 -1,036,120

## ST. PAUL

*Dispatch	1,006,208	1,104,376	-98,168
Pioneer	938,322	1,097,642	-159,320
News	704,060	823,340	-119,280

Totals ..... 2,648,590 3,025,358 -376,768

## SALT LAKE CITY

Tribune	1,067,206	1,144,906	-77,700
*Deseret News	511,868	577,472	-65,604
Telegram	506,968	587,594	-80,626

Totals ..... 2,086,042 2,309,972 -223,930

## SAN ANTONIO

Express	851,435	1,354,293	-502,858
Light	971,376	1,233,595	-262,219
*News	916,249	1,018,769	-102,520

Totals ..... 2,739,060 3,606,657 -867,597

## SAN DIEGO

Union	918,832	1,232,672	-313,740
*Tribune	966,294	1,181,376	-215,082

Totals ..... 1,885,226 2,414,048 -528,822

## SAN FRANCISCO

Chronicle	967,430	1,170,614	-203,184
Examiner	1,428,470	1,717,487	-289,017
*Call-Bulletin	901,366	1,101,833	-200,467
*News	799,812	903,744	-103,932

Totals ..... 4,097,078 4,893,678 -796,600

## SCRANTON

*Times	1,051,974	1,175,986	-124,012
*Republican	542,703	628,726	-86,023
*Sun	355,152	401,457	-46,305

Totals ..... 1,949,829 2,206,169 -256,340

## SEATTLE

Times	1,433,323	1,674,505	-241,182
Post-Intellig.	1,144,467	1,042,256	+102,211
*Star	617,461	645,495	-28,034

Totals ..... 3,195,251 3,362,256 -167,005

## SOUTH BEND, IND.

Tribune	953,563	1,010,054	-56,491
News-Times	845,102	954,447	-109,345

Totals ..... 1,798,665 1,964,501 -165,836

## SPOKANE

Spokesman-Rev'w	769,332	885,207	-115,875
*Chronicle	977,246	1,158,601	-181,355
*Press	410,372	489,184	-78,812

Totals ..... 2,156,950 2,532,992 -376,042

(Continued on page 360)



# Measure it..

by the country you can cover with it

Measure the Fort Worth Star-Telegram and Record-Telegram by a vast country of natural resources—that *one paper covers!* Measure it by the ease with which the bulk of your coverage in wealthy West Texas can be bought. Measure it by the fact that it is the one "key" newspaper of this vast area. Measure it by these figures:

**Daily**  
**120,000** **1** st...  
**Sunday**  
**115,000** IN TEXAS  
NATIONAL  
LINEAGE  
1 9 2 9

**FORT WORTH STAR-TELEGRAM**  
**Fort Worth Record-Telegram**

AMON G. CARTER  
President and Publisher

A. L. SHUMAN  
Vice-President and Adv. Dir.

Charter Member, Audit Bureau of Circulations



## 1 Out of 309 Makes 18 out of 86

There are, according to government census figures, 309 lithographing establishments in the United States.

One of these lithographers—the Einson-Freeman Co., Inc.—executed (and in most cases designed) 18 of the 86 window displays that achieved a dominant rating in the tabulation of October Window Displays in Forty-four Cities which appeared on page 270 of SALES MANAGEMENT for November 15.

These 18 displays had dominance in 243 city-showings out of a grand total of 747.

These figures TALK.

An Einson-Freeman representative will be pleased to discuss your window and store advertising problems if you write or call them at 511 East 72nd Street, New York City.

*"I have yet to hear  
of a lazy elephant."*

Here's entertainment, instruction, and inspiration for your salesmen.

## "THE WAY OF THE CIRCUS"

By AL PRIDDY

A story of Circus Life and Animal Training as told in part by Mr. Priddy, formerly with Al. G. Barnes, John Robinson's, Ringling Bros. and Barnum & Bailey Circuses, to more than a thousand sales managers' clubs, service clubs, advertising clubs, chambers of commerce, schools, colleges, and universities in the past three years.

Attractively Enveloped 75 cents a copy, three for \$2.00.

A Novel Season's Greeting, \$7.50 a dozen, \$50 a hundred.

Published by

**THE PLATFORM WORLD**  
Room 1018

431 So. Wabash Avenue  
Chicago, Ill.

Available as a speaker for sales conventions, luncheons, or evening meetings.

WRITE FOR DATES AND TERMS

## Who Said the Ice Business Is Slipping?

(Continued from page 339)

pounds of ice for use by the doctors.

We have also invested in advertising. The amount of money which the American Ice Company and subsidiaries are now spending for this purpose is not large—only about \$50,000 a year; but the campaign is being run consistently, in every city in our marketing territory, which extends from Boston to Washington, and includes also New York, Newark, Philadelphia, Camden, Atlantic City and Baltimore. The advertisements are signed by the local subsidiary.

### Timely Copy

Many of them are timely in appeal, mentioning the desirability of being well stocked with ice for Thanksgiving Day, Christmas, Easter and other days when the family larder will probably be well filled. The "hot spells" of the summer, of course, offer special advertising opportunities. Other copy tells of specific advantages of our product and service. The advertisements appear, in space of three or four inches by one column, in almost every newspaper of every locality in which we operate. They are "staggered" so that one advertisement is running in some newspaper every day of the year. Handicapped as we are by small space, we endeavor to make each advertisement attractive, often whimsical, always interesting. In a strict sense, they are devoted not so much to selling a product as to keeping the name of the local company, consistently and constructively, before the public. In this practice, I believe, we have set a precedent. The name of the Knickerbocker Ice Company, for example, is now well known to nearly everyone in New York.

The expansion of the American Ice Company has been along three lines: the acquisition of other companies, the more intensive development of markets in which we already operate, and the stimulation of business throughout the year.

As conditions arise we may broaden our marketing territory—perhaps by acquisition of companies in other cities. The second largest ice company in the United States, we are now doing about 30 per cent of the ice business in New York, an average of 15 per cent in our territory as a whole. Without competing with mechanical

refrigeration, or extending our marketing area, however, it is obvious that we still have plenty of opportunity for more business in the territories we already serve. In spite of the number of apartments and homes now mechanically refrigerated, our business in these territories has grown somewhat more rapidly than the population itself. Per capita consumption may also be enlarged.

The "poor" will be always with us, and the family of moderate means cannot yet afford year 'round refrigeration. Ice service is cheap. An ice box costs less and the ice "man" will still do his work more "cheaply" than electricity or gas.

Seventy-five per cent of our business is still done in the summer. We have endeavored to sell the idea of year 'round ice service, but with most families it has not been successful. Many still regard it as a sort of luxury.

### Added Coal and Fuel Oil

To aid in building up our business in the off season months, we started, in 1923, to sell coal, and, last year, fuel oil. But these still account for only 8 or 9 per cent of our total business.

An ice market of equal importance with the domestic, however, and of greater profit, is institutional. Hotels, restaurants, clubs, etc., now take 35 per cent of our tonnage.

The advent of substitutes has changed the institutional market, in some respects, quite as much as the domestic. In ice cream plants, for instance, which used to be one of our largest sources of revenue, dry ice is now generally employed. Brewers also used to be important customers.

On the other hand, there has been a large increase in recent years in the number of small restaurants, orange-ade stands and such places, many of which now use our service.

Although mechanical refrigeration has taken a certain amount of business from the ice industry, the enterprise and merchandising aggressiveness of these companies has stimulated us. We are profiting by their example. We are also profiting by their advertising campaigns, as a result of which an increasing number of people have come to realize the value of adequate equipment for food preservation.

## Sherwood Combines a Laugh with a Lesson in Cartoon Mailings

(Continued from page 344)

points, or key-ideas, around which any campaign to improve the service should be created. The report was studied and discussed by several members of the agency staff, and their consensus was that, in consideration of the class of salesmen dealt with, the ten key-ideas should be illustrated humorously and fed to the force one at a time. It was also thought that irony in large doses would help to put the points over. So the ideas were expressed in brief, direct and ironical captions, and a popular cartoonist on the staff of a Baltimore newspaper was employed to furnish the illustrations.

The cartoons were printed in black on white stock, and the campaign consisted of ten mailing cards, 5½ by 7¼ inches. These cards were addressed to all of the service men at their homes, and were mailed once a week.

### Some of the Cards

One card shows three fiendishly grinning service men handling and getting ready to handle cars. One has left the imprint of his greasy hands on the gleaming hood of a car and is decorating the upholstery. Another is daubing up his hands in preparation, while a third is awaiting his turn at the pail of grease. "Be sure to keep your hands greasy," the caption reads. "Smears add a 'professional touch' to any car job."

One of the most effective cards shows a pretty girl in a roadster who is receiving her change, and who is about to leave a service station. Faithful to the instruction, "Never tip your hat to ladies. They might mistake it for courteous service," the men stand about with their hats tightly clasped to their heads with heavy straps and padlocks.

"Try lubricating cars blindfolded," another card ironically suggests. "If you don't find all the 'spots' the customer will realize it's all in the game." The illustration shows a service man with eyes covered gleefully greasing a car, while the owner, watch in hand, gnashes his teeth.

Still another illustrates a very pretty and startled girl at the wheel of a car, and a service man with bulging eyes and protruding tongue facing her. "Stare intently at female customers while you clean windshields," is the caption. "Thorough attention is always appreciated."

Evidently many of the men were

kidded by their families about the cards. They have also kidded each other endlessly. The day after the mailing of the first card, the first thing the men did on coming back to work was to question each other as to who had received the card. There was a great deal of discussion about it, some of the talk was serious, and practically every member of the force was identified by his fellows as the original "hero."

As the campaign progressed, the discussion and kidding increased with the interest of the men, and there was much speculation regarding the next subject and the number of cards to be received. In every instance the discussion and fun-making seemed to drive home the point and fix it in the minds of the men. After the first mailing an improvement in the service was noticeable. As the campaign progressed the men became more alert, and now that the series is completed they seem to feel the responsibility of keeping a check on each other. Whenever one of the ten points is violated, the offender is usually and promptly admonished by his fellows with something like, "You ought to get a card for that."

### Declining Prices

(Continued from page 338)

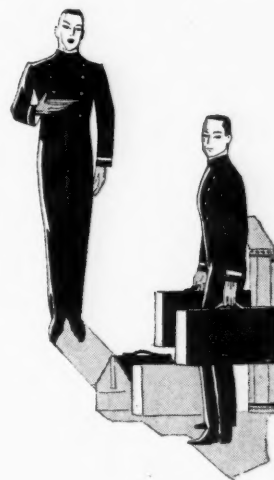
operative action than on uncontrolled individualism.

In a collective sense, we are fighting a new war—and like most modern wars it is an economic one. Out battle this time is with red ink. The selfish urge for survival draws us "into the trenches" as individuals, but as a nation we can derive altruistic and, therefore, heroic inspiration, from the realization that Red Ink is really Red Blood—the red blood of millions of human beings, worthy men, women and children, whom life has made followers instead of leaders and who, therefore, are thrown out of employment for reasons quite beyond their own control.

### Extra Bohack Dividend

H. C. Bohack Company, Inc., operating a chain of 675 grocery stores in Long Island, has declared an extra dividend of sixty-two and one-half cents per share on the common stock. Gross sales of the current fiscal year were \$24,085,813, an increase of nearly 14 per cent.

## ALWAYS WORKING FOR YOUR GOOD WILL



Every Statler employee is instructed to work for good-will harder than he works for sales.

An errand may take longer, an order be more difficult to execute, a guest harder to please—but every service rendered in a Statler is to be in the spirit of expressing and winning good-will.

That is the basic—if, indeed, it is not the determining—reason for the popularity of these hotels

All travelers know that it isn't easy for a hotel to either win, or hold, good-will. Travelers who visit Statler cities will tell you that these hotels are trying to keep ahead in matters of equipment, of extra conveniences and comforts—and in the personal service rendered you by employees.

*Fixed, unchanging rates are posted in every Statler room.*

## HOTELS STATLER

BOSTON DETROIT  
BUFFALO ST. LOUIS  
CLEVELAND NEW YORK

[Hotel Pennsylvania]



## October Newspaper Lineage in 89 Cities

(Continued from page 357)

SPRINGFIELD, ILL.			
State Journal ..	585,326	760,032	-174,706
State Register ..	741,860	943,026	-201,166
Totals .....	1,327,186	1,703,058	-375,872
SPRINGFIELD, MASS.			
Rep., News, Un.	1,612,730	1,899,842	-287,112
TACOMA			
Ledger .....	560,746	699,058	-138,312
*News-Tribune ..	817,063	918,301	-101,238
*Times .....	514,809	580,057	-65,248
Totals .....	1,892,618	2,197,416	-304,798
TAMPA			
Tribune .....	631,666	695,716	-64,050
*Times .....	439,180	531,454	-92,274
Totals .....	1,070,846	1,227,170	-156,324
TERRE HAUTE, IND.			
Tribune .....	754,096	797,244	-43,148
Star .....	579,124	682,206	-103,082
Totals .....	1,333,220	1,479,450	-146,230
TOLEDO			
*News-Bee .....	662,293	883,334	-221,041
*Blade .....	1,137,910	1,535,205	-397,295
Times .....	528,881	680,363	-151,482
Totals .....	2,329,084	3,098,902	-769,818
TOPEKA			
Capital .....	744,429	812,519	-68,090
State Journal ..	485,280	494,480	-9,200
Totals .....	1,229,709	1,306,999	-77,290
TRENTON			
*State Gazette ..	817,309	996,056	-178,747
*Times .....	819,408	982,552	-163,144
Sun. Times Adv.	96,475	272,325	-175,850
Totals .....	1,733,192	2,250,933	-517,741
(Loss of Times-Advertiser because of 1929 special anniversary edition.)			
TULSA			
Tribune .....	1,004,079	1,211,399	-207,320
World .....	1,249,973	1,295,550	-45,577
Totals .....	2,254,052	2,506,949	-252,897
UTICA			
*Press .....	558,530	683,242	-124,712
Obs.-Disp. ....	1,098,310	1,267,546	-169,236
Totals .....	1,656,840	1,950,788	-293,948
WASHINGTON			
Star .....	2,435,927	2,714,588	-278,661
Post .....	704,278	848,728	-144,450
*Eve. Times .....	797,731	832,016	-34,285
Herald .....	555,156	564,612	-9,456
*Eve. News .....	279,043	310,306	-31,263
Totals .....	4,772,135	5,270,250	-498,115
WHEELING			
*Intelligencer ..	513,775	600,459	-86,684
News .....	794,238	957,104	-162,866
Totals .....	1,308,013	1,557,563	-249,550
WILKES-BARRE, PA.			
*Leader .....	1,080,478	1,091,342	-10,864
*Record .....	1,008,028	1,180,606	-172,578
*News .....	510,244	507,990	+ 2,254
Totals .....	2,598,750	2,779,938	-181,188
WORCESTER, MASS.			
Telegram .....	951,664	1,114,820	-163,156
*Gazette .....	834,561	938,872	-104,311
*Post .....	508,018	607,481	-99,463
Totals .....	2,294,243	2,661,173	-366,930
YOUNGSTOWN, OHIO			
*Vindicator .....	910,065	1,061,275	-151,210
Sun. Vindicator ..	136,498	177,230	-40,732
*Telegram .....	818,295	1,024,915	-206,620
Totals .....	1,864,858	2,263,420	-398,562

Newspaper lineage figures for the following cities arrived too late to include in the compilation. They are:

EL PASO			
	1930	1929	Change
Times .....	572,382	658,701	-86,319
*Herald .....	567,555	735,201	-167,646
*Post .....	489,041	600,389	-111,348
Totals .....	1,628,978	1,994,291	-365,313
CEDAR RAPIDS, IA.			
Gazette & Repub.	789,623	834,253	-44,630
CHARLOTTE, N. C.			
News .....	731,670	876,189	-144,519
Observer .....	758,932	909,795	-150,863
Totals .....	1,490,602	1,785,984	-295,382

The name of the *Journal of the American Institute of Electrical Engineers* will be changed January 1 to *Electrical Engineering*.

## Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display Cash Basis Only. Remittance Must Accompany Order

### POSITION WANTED

SALESMAN—30. EXCEPTIONAL RECORD OF accomplishments in specialty field desires to change connection. Wide acquaintance among industrial and retail buyers in New York State. Mechanical line preferred. No salary desired. Available December 1st. Address Box 270, SALES MANAGEMENT, 420 Lexington Avenue, New York, N. Y.

### EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the calibre indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

### DIRECT MAIL

A LIVE HOUSE ORGAN TELLING THE right merchandising story to your distributors is the cheapest form of advertising insurance. Our 100 correspondents are trained to get information your trade requires. Let house organ experts solve the problem. Complete details furnished on request. J. J. Berliner & Staff, 1123 Broadway, New York, N. Y.

### SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FOR our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years' salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis. 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

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## Crying Our Wares

By HOWARD W. DICKINSON

This book was reviewed on page 392 of SALES MANAGEMENT for February 16, 1929. Should be valuable to all persons in sales work and promotion. Written by the former Vice President of the George Batten Company, it tells the intimate details of many campaigns with which he was in close contact.

Price, postpaid, \$3.00

Remittance must accompany order

SALES MANAGEMENT

Book Service

420 Lexington Ave. New York City

## Sales Manager Wanted

Large manufacturing company in middle west with national sales force is interested in employing aggressive, experienced sales manager. Only a man who has successfully directed a force of at least a hundred salesmen will be considered. Please state experience fully including past and present accomplishments and income. Inquiries will be held in strict confidence.

Address Box 269

SALES MANAGEMENT

420 Lexington Ave., New York, N. Y.

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HAMILTON  
HALIFAX  
MONTREAL  
LONDON, Eng.

"GIBBONS KNOWS CANADA"

J. J. GIBBONS Limited, Canadian Advertising Agents

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REGINA  
CALGARY  
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VICTORIA  
VANCOUVER